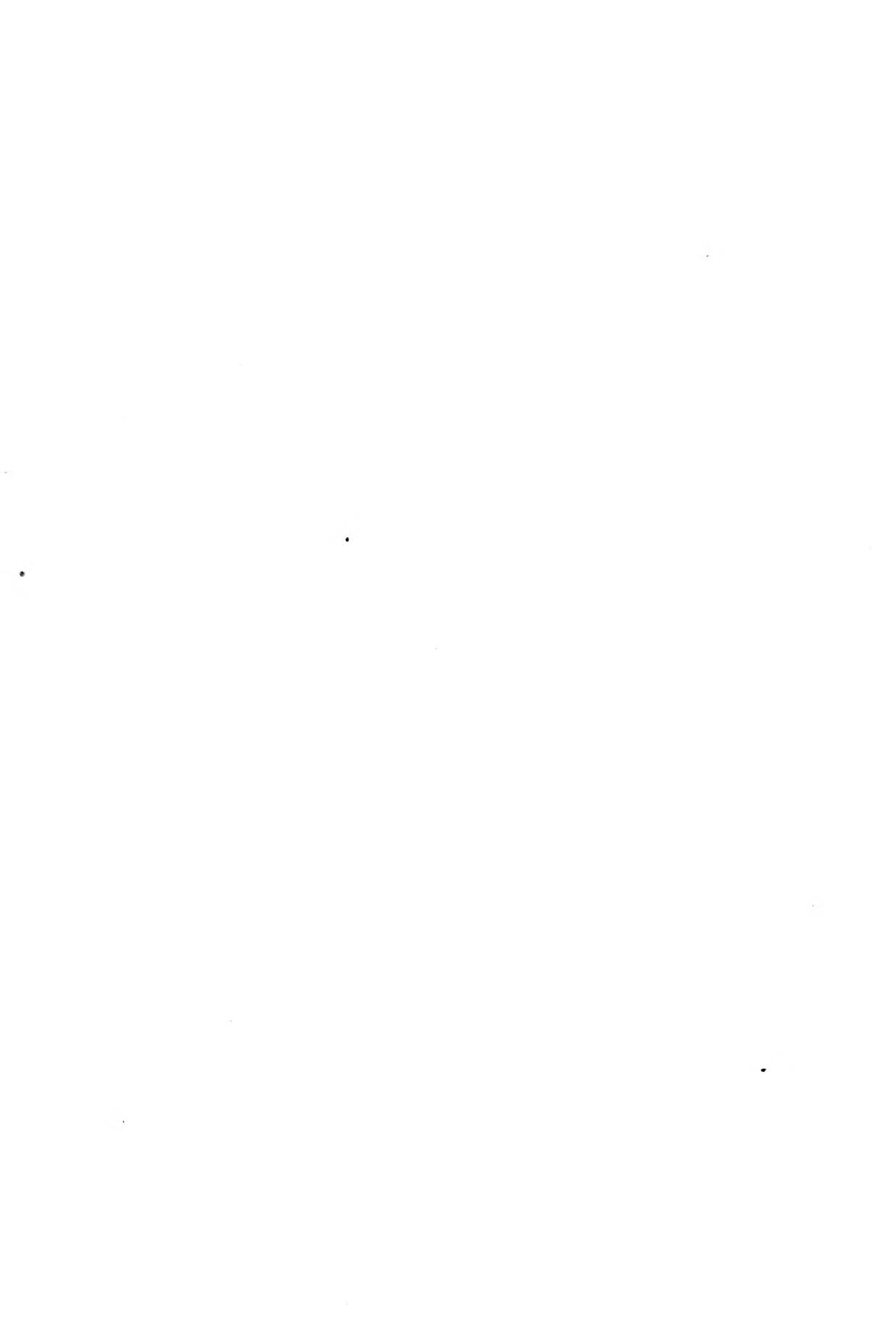


CATERING MANAGEMENT





CATERING MANAGEMENT

A COZY CORNER IN THE
SMOKERS' LOUNGE.



A Comprehensive Guide to the Successful
Management of Hotel, Restaurant, Boarding
House, Popular Café, Tea Rooms, and every
other branch of Catering, including a Section
on the Law and the Caterer

Written by Experts and Authorities on every branch
of the Subject, and including an introduction by

*Profusely Illustrated with Practical Photographs, Plans,
Diagrams and Full-Page Colour Plates*



VOLUME I

THE WAVERLEY BOOK COMPANY, LTD
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INTRODUCTION

BY C. HERMAN SENN, G.C.A., F.R.H.S., M.I.H.

PUBLIC catering is one of the most necessary services in present-day social affairs. It is many-sided, and when carried out conscientiously plays a useful part, whether in town or country.

From the most ancient times public rest-houses and hostelries have been an integral part of the daily life of the nation. Centuries ago these were oftentimes under the wing of some great monastery, the most frequent goal of the traveller.

In modern times it has been regarded as essential to the business prosperity of any town to be possessed of good hotels and restaurants, for these are admitted conveniences to civilised life in any community. Most certainly to-day, with our many activities, our constant goings and comings, we cannot do without them.

It is a curious fact that in Great Britain the social and commercial revolution brought about by the coming of railways reacted detrimentally against catering in our midst. Railways withdrew traffic from the highways, diverted the stream of travellers to new channels, and shortened the stay of guests in hostelries. Consequently the old inns—with their many bedrooms and their great stables for posting business, largely deserted by man and beast—suffered terribly, and many fell into decay. The old coffee-houses and better class eating-houses, too, felt the effects of Time's changing hand, though this was due in some substantial measure to clubs springing up and taking their place.

It was not, perhaps, to be wondered at, under the circumstances, that many of the best men in the catering trade sought openings for their boys in business and industrial fields which were widening out and offering such alluring prospects. As a natural sequence, therefore, the art of public catering fell into a curious disrepute, and further decay followed.

Not until well past the mid-Victorian period did the growing prosperity of the nation, and the greater influx of visitors from abroad, with our own increasing habit of travelling far and near, make the need for improvement felt. From that time on the development of matters relating to all branches of public catering advanced with steady acceleration. Café-restaurants, somewhat after the style of those on the Continent, were opened; sound business men came into the hotel world with plenty of capital, built new establishments, or re-modelled old ones, introducing new systems of management.

In the majority of cases, however, expert managers and departmental managers had to be sought abroad, as native talent in this direc-

INTRODUCTION

tion had been allowed to lie dormant, and there was an almost total dearth of competent men and women. This situation was accentuated by the rapidity with which hotels and restaurants, ever larger and more luxurious, were being opened up in the principal towns of the British Isles.

Gradually, however, a change began to manifest itself, introduced, it must be confessed, by the fervid temperance movement. In quick succession there sprang up People's Coffee Palaces, Temperance Hotels, and popular dining rooms. Although it is impossible to give unqualified praise to all that was done in these directions, yet, in spite of mistakes, the efforts, on the whole, were good. Unquestionably they helped to make possible the establishment of popular refreshment rooms up and down the country, both for the middle and working classes, and had a beneficial influence even on the higher-class restaurants and hotels.

This movement for the non-licensed establishment on popular lines clearly demonstrated that there was a large public ready to support genuine efforts to provide fair accommodation. There is every indication that success may be anticipated by those who embark on such undertakings, if they come to their task with adequate technical knowledge, good business abilities, and the commonsense determination to limit their efforts to provide such accommodation as the locality may require and their capital warrants them to put forward. It is well to be ambitious, but over-confidence often results in difficulties and even disaster.

For many years past now there has been a tendency toward extraordinary lavishness in the construction, equipment, and running of catering establishments. This has been especially the case with hotels. Now, whilst it is true that the patronage for hotels has also grown to an extraordinary degree, it is the fact that many new burdens have been placed on the industry, yet it can be said that, as a whole, the capital invested in first-class hotels has earned fair remuneration. The modern hotel has to be equipped, decorated, furnished, one might almost say regardless of cost; and visitors, whether staying for long or short periods, or patronising the restaurants, expect a great deal for their money. Large establishments, consequently, not only entail heavy outlay of capital but heavy disbursements on upkeep, which continue whether the house be full or half empty. In most cases, where situation has been carefully chosen and money liberally but judiciously expended, the establishments have been successes as far as patronage is concerned, and many of the houses have proved remarkably remunerative investments. But in this direction it is only safe for those with a very large available capital to venture.

When we come to consider establishments of more moderate size, whether run for an exclusive clientele or on thoroughly popular lines ("fixed prices, no tips"), success seems to be more within the reach of persons with a fair amount of capital at their command. In certain quarters of London and in many big towns there appears to be a con-

stant increase of patrons for such establishments, and good profits are earned.

In another direction—the Restaurant, Dining Room, and Refreshment Room business—the opportunities are somewhat greater; less capital is needed and a steadier flow of customers may be looked for. But here much depends upon the market price of foods. Keen buying is not only necessary but essential, because prices tend to rise, but patrons expect a good deal, and do not cheerfully submit to variations in tariff or reduction in portions. However, the really competent, hard-working caterer who, after due deliberation and studying the neighbourhood, opens a suitable Restaurant, Dining Room, or Tea Room, and puts some individuality into his efforts, generally earns more than a comfortable competency. There is every reason to suppose that this will continue, for the public are steadily gaining the habit of making more and more use of the hotel, restaurant, and other refreshment places. Most people more or less regularly stay at hotels, take their luncheons, teas, and dinners at restaurants, and to those, more and more, it is customary to resort for all big functions.

If it is borne in mind that the public are more exacting than of old, the demand for accommodation is so immense that the man or woman with original ideas and determination to succeed will find plenty of opportunities.

There is another aspect of catering activity which demands consideration. No hotel—or, indeed, any branch of catering—can consider that its success is at the full tide which has not upon its staff fully competent men and women occupying positions of responsibility and administration in the principal departments. Especially in these days will the need be felt here as in the premier positions of management. Events too well known to need a reminder have caused a sudden and decided demand for men and women of trained ability to take up such positions as these. It is not improbable that for a period this demand will far exceed the supply in this direction. Hence an unprecedented opportunity has arisen for one who has held some responsible position and who is not unwilling further to fit himself for management or supervision by commonsense application and diligent study of approved methods, with mastery of details.

Catering has many points of interest; it affords plenty of scope for skill as well as imagination, for high organising powers, and offers good chances for success. But it is undeniably exacting. There is no room for haphazard methods, inferior cooking, or bad or careless management. Competition is far too keen, and the public far too well educated.

A modern caterer must of necessity be a competent chef, a connoisseur of wines and a thorough observer of human nature. He must put his men in the places for which they are best fitted, must bring art and temperament under contribution so as not to come to grief between the Scylla of clashing table decorations and the Charybdis of an improper sequence of courses. Unlike the newspaper editor, who is also a caterer,

INTRODUCTION

though in another direction, he has his erities facing him "here and now," and diplomatic tact and ready wit are often necessary to get himself or his staff out of the claws of the captious patron. His practical experiences range from the price of kidney potatoes to the duties of the scullery maids, from the banking account of his clients to the moods and fancies of their wives. He must be proficient in establishing cost pricers and be ready to fix up a balance sheet with accountants and directors. With it all he must carry sunshine in his face, inspire confidence wherever he goes, and know how to bottle up petty annoyances, which tempt to silent profanity, till the morning.

In these days, those who wish to embark in any branch of catering must, in order to become really competent, possess a fair education and have good judgment. Much is required in the way of hygiene, dietetics, the art of the kitchen, while the claims in the domain of comforts and amenities of surroundings rise steadily in every grade of society.

For those, however, who take the profession of catering seriously, competency and even great prizes are within their reach.

Remember, I pray you, the creed which has made the success of many catering firms: System, Personal Energy, Personal Supervision, Intelligence, and Perseverance.

Charmaine.

PREFACE

IT is designed in these volumes to present a reliable and complete guide to modern catering in all its branches. This ancient and honourable profession, in the exercise of the calling, has from generation to generation assumed new complexities. As the standard of living has improved, the requirements of both the business and pleasure-seeking sections of the public have multiplied, and the advance in science and manufactures has given the caterer increased facilities for meeting and anticipating the demands of his patrons.

At the present time the successful conduct of this progressive calling involves an appeal to many industries and many branches of science and art, and it will be seen that in the comprehensive scheme of this work there has been enlisted the co-operation of contributors, each of whom has a well-recognised claim to distinction as an authority of weight in his or her own particular field.

In these contributions there will be found, not only records of the facts of actual practical experience, but a wealth of novel suggestions, worthy of study, since originality of method is—in these times, at least—as important a passport to success in catering as native ability, and the capacity for hard work.

The estimates of cost, notes on capital outlay, and special balance sheets will, we believe, be found invaluable; but it must be remembered that all prices mentioned refer to pre-war market rates, the prices current during the period of the war and post-war, being both unstable and artificial, afford no true basis of comparison, and for that purpose the prices current prior to the war have been adopted throughout this work. Great care has been taken in the selection of illustrations, and the collection of plans are considered to be unique.

The keynote of the whole work is practicality. It is recognised

PREFACE

that efficiency in catering means the happy co-ordination and smooth working of many widely differing activities and departments, and that failure in one mars achievement. Therefore, every department, whether great or small, which contributes in any way to the requirements of the caterer is reviewed by an experienced and practical expert, so that the student of this work may safely rely upon what is told in its pages being tried, trustworthy, and comprehensive.

Readers will find the scheme of the work fully set forth in the Table of Contents, but they should not fail to make use of the Index, which has been compiled with the greatest care to facilitate reference.

THE EDITOR.

CONTENTS

PART I.—THE RANGE OF MANAGEMENT

CHAPTER		PAGE
1.	WHAT MANAGEMENT MEANS	1
2.	KITCHEN MANAGEMENT	5
3.	DINING-ROOM AND TABLE SERVICE	11
4.	VARIOUS MEALS	17
5.	MENUS	21
6.	SPECIMEN MENUS	27
7.	MANAGEMENT OF PRIVATE HOTELS AND BOARDING-HOUSES	38
8.	MIDDLE-CLASS RESIDENTIAL HOTELS	48
9.	THE CHILDREN'S WING	51
10.	OPEN-AIR CATERING	55
11.	OUTDOOR CATERING	63

PART II.—GENERAL MANAGEMENT

1.	RECEPTION OFFICE AND STAFF	71
2.	HOUSEHOLD ROUTINE AND STAFF	75
3.	BOOKKEEPING AND CHECKING	81
4.	THE ART OF ADVERTISING	97
5.	LAUNDRY WORK	106
6.	COMMERCIAL TRAVELLERS' STOCK AND SHOW ROOMS	119

PART III.—GENERAL CATERING

1.	HOTEL DINING AND COFFEE ROOMS	125
2.	ORDINARIES: FOR COMMERCIAL MEN AND FARMERS	132
3.	THE LUNCHEON BAR	139
4.	FISH LUNCHEONS, DINNERS AND SUPPERS	150
5.	SNACK SUGGESTIONS AND RECIPES	158
6.	THE AMERICAN PLAN HOTEL SYSTEM AND "EN PENSION"	165
7.	PICNIC, CAMPING AND RACING HAMPERS	173

CONTENTS

PART IV.—TEA-ROOMS AND LIGHT REFRESHMENTS

CHAPTER	PAGE
1. TEA-ROOMS AND CAFÉS	178
2. EQUIPMENT	182
3. TIME-SAVING MACHINES AND APPLIANCES	186
4. MANAGEMENT	189
5. FAULTS IN LONDON TEA-ROOMS	192

PART V.—TEMPERANCE CATERING

1. HIGH AND MIDDLE-CLASS CATERING	196
2. TEMPERANCE HOTELS	207
3. WORKING-CLASS COFFEE-TAVERNS AND EATING-HOUSES	209

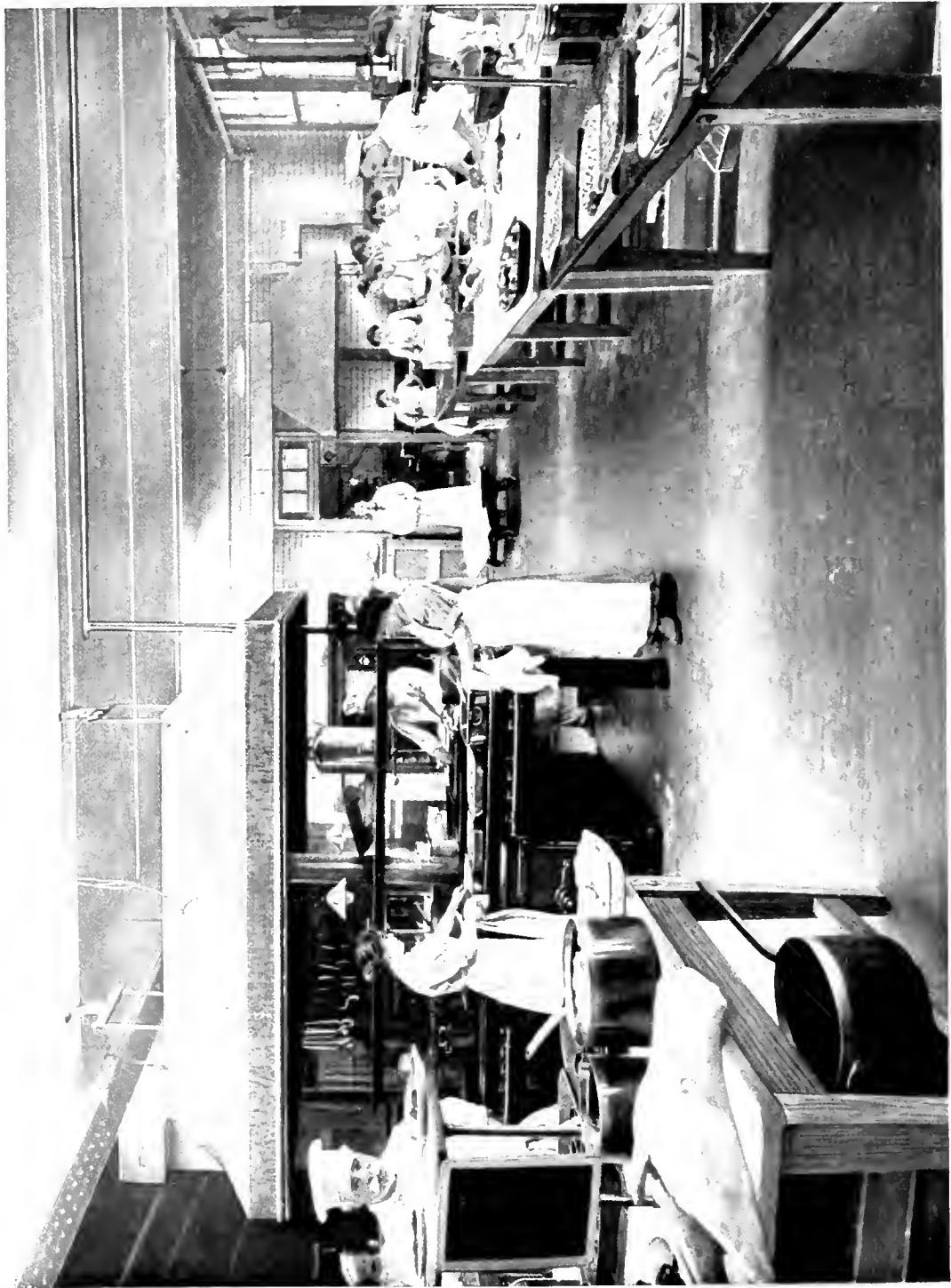
LIST OF ILLUSTRATIONS

COLOUR PLATES

A COSY CORNER IN THE SMOKERS' LOUNGE	<i>Frontispiece</i>
A MODERN KITCHEN	<i>Facing page</i> 1

BLACK PLATES

	FACING PAGE
1. KITCHEN AT THE OLD SHIP, BRIGHTON	6
2. A CORNER OF THE KITCHEN OF A HIGH-CLASS HOTEL—GAS EQUIPMENT	7
3. WAITERS' UNIFORMS—SERVING	14
4. SERVING A PLATE	15
5. KITCHEN EQUIPMENT FOR A BOARDING-HOUSE	38
6. KITCHEN EQUIPMENT FOR A SMART RESTAURANT	39
7. BONNINGTON HOTEL, LONDON—THE FRONT ELEVATION	48
8. THE ENTRANCE HALL OF THE BONNINGTON HOTEL, LONDON—THE GARDEN COURT, MIDLAND ADELPHI HOTEL	49
9. THE SEFTON ROOM, MIDLAND ADELPHI HOTEL	126
10. THE GRILL ROOM, MIDLAND ADELPHI HOTEL	127
11. CARVING TABLE AND HOT CUPBOARD	138
12. A SMOKING ROOM	139
13. A LONDON TEA ROOM—A BASEMENT TEA ROOM	180
14. SERVING COUNTER AT A CAFÉ RESTAURANT	181
15. TIME AND LABOUR-SAVING APPLIANCES	186
16. " " " " "	187
17. POPULAR TEA AND COFFEE ROOMS	212



SPECIAL NOTICE.

The publishers wish to draw special attention to the statement in the preface that all prices and estimates of cost quoted in this work are pre-war figures.

After careful consideration it was realised that pre-war values were the only possible values for purposes of comparison in a practical work of reference.

The prices current to-day are changing from week to week, and if these had been given they would have been valueless to-morrow, whereas those of pre-war times do form a fixed standard by which the prices now obtaining can be measured and expressed in percentages as these current prices rise or fall.



A MODERN KITCHEN.

PART I

THE RANGE OF MANAGEMENT

CHAPTER I

WHAT MANAGEMENT MEANS

IN the management of an hotel or restaurant the whole success of the undertaking depends upon the ability and personality of the proprietor or manager. This holds good whether the enterprise be a small or a large one, though, of course, the larger it is the more complicated does it become, and, so, the greater will be the demand upon the man in control.

In a small concern the actual manager, be he proprietor or salaried employee, will be closer in touch with all departments, performing duties which in a bigger establishment would devolve upon deputies. This means constant hard work, but the business is comparatively easy to grasp.

In the palatial establishments we enter into a little community, very complex in detail, requiring a small army of employees under competent leaders. In such cases, therefore, the manager must possess over and above technical knowledge the gift of reading character and ability to command men. Where so many are employed, the services to be rendered are so diverse, and the measures to ensure regularity of good service so complicated, devolution of duties is imperative. The manager, in consequence, will have to exercise great care in selecting assistants who are not only skilled in their particular branch of the business, but who are able to carry out instructions intelligently, and in their turn command subordinates in such a way as to obtain from them full and willing service.

The manager of a big catering undertaking is like the civil administrator of a community. He must possess an intimate knowledge of the particular business, its history, aims and resources, for he will have big problems to solve. He must always be planning for the future, and adjusting his financial responsibilities in such a way that wise expenditure will bring heavier revenue, to the end that profits may be earned without detriment to the goodwill. He will have to keep tight control of everything, though imposing duties with responsibilities on his assistants. He will have to consult with them, take their advice, sanction proposals, or give direct and definite orders. He must be quick to detect

CATERING MANAGEMENT

any laxity or failure, and ready to step into the breach should one or other department be deprived of its head.

Let us see how the management of a catering business works. In a large concern there will be an assistant-manager, who acts as a kind of chief of the staff, seeing to the smooth working of every department and deputising for the chief in his absence.

The next officer is often a steward, who is responsible for the commissariat, the purchase and distribution of provisions. He must have a close knowledge of all kinds of provisions and of markets. On the reports of the storekeepers, larders, cellarmen, *chef*, head waiters or restaurant managers, and of the office, he will decide what purchases are necessary, and either go into the market himself and buy or authorise others to do so. He will have to keep more or less in constant touch with the manager, to consult over questions of advance purchase on a falling market, provision for special banquets or private dinners, adjustment of prices, the replenishment of the cellar, and so on.

In other cases it is the *chef* (or his deputies) and the storekeeper who do the marketing under the control of the manager. Questions of contract, say for the supply of bread, flour, milk, meat, coal, wine, etc., are usually reserved for the manager. A steward generally appoints and controls storekeepers and porters; the *chef* appoints and controls the assistant cooks, stillroom staff, kitchen and scullery aids. He takes over the steward's duties where such an official is not kept.

The dining-rooms are usually under the direct control of room managers with a head waiter, or the head waiter may have control. It is the duty of the head of the room to see to its proper upkeep, supervise the work of the waiters, be ready to answer customers, and to keep in touch with the trend of business, the demands of patrons, and study all means for possible improvement. The preparation of the daily menu will often be the result of direct consultations with, or reports to the manager from, the steward, *chef* and dining-room managers.

The head waiter has to engage the waiters and their *commis*, runners or apprentice waiters, see that the dining-rooms are properly cleaned, the tables well laid, the sideboards duly plenished with an adequate supply of silver, knives, glasses, plates and other necessary appurtenances. He must superintend the service when customers arrive, receive guests, step in to assist if a hitch occurs, and generally act as the painstaking representative of the management.

A housekeeper usually superintends the work of the cleaning staff and linen maids. She looks after the laundry work, keeps stock of all linen, giving it out as necessary and checking the soiled returns. Competent linen maids can do much to economise in a rather expensive department, the proper management of which has a considerable influence in giving a good or bad impression of a house.

The housekeeper, under the manager or assistant-manager, is also responsible for the smooth running of the domestic side. There should be a service pantry and scullery on each floor, with one or more maids

in charge, provided with small stocks of linen, soap and such items. The maids will see to the cleaning and tidying of rooms, proper condition of bathrooms and such service, reporting, either direct or through the housekeeper, to the office any extras for baths or other special services. The pantries and sculleries will be supplied on requisition from the general linen-room and stores, careful check being kept on all outgoings. As a rule the chambermaids are only concerned with the purely domestic service, all other duties being performed by waiters and page boys deputed for service on each floors, often having their own service rooms, and reporting to their own chiefs. The housekeeper is also responsible for the maids' sleeping accommodation and the staff dining and recreation rooms.

In an hotel the *chef de réception*, or assistant-manager, comes most directly in contact with the guests. He has control of the reception porters, the office staff, the cloak-room attendants, passenger and luggage lift attendants, and page boys. He and the reception clerks must know all the rooms that are let and those which are ready for guests, their prices, and so on. He is responsible for allotting rooms, carrying out instructions of patrons who may have written or telegraphed and perhaps retained rooms days, weeks or even months ahead. He also must speed the parting guests in such a way as to ensure their comfort and induce them to carry away a pleasant memory. The reception clerks must keep in touch with the head maid or waiter on each floor to know when rooms are vacated, see that the different items in the various departments are booked against the proper room, and that the office has the complete bill ready as soon as wanted. Here, too, valuables must be taken on deposit if offered, and carefully locked away in safes, only to be delivered up against regular receipts. Messages must be received, visitors directed, and the page boys and porters supervised.

In the office all accounts are kept, being made up from the reports and vouchers supplied by the various heads of departments. Here, too, the bills are made out. In large establishments the accountants' and bookkeepers' office is kept distinct from the reception office, the latter dealing with all correspondence between the establishment and patrons.

A clerk of the works is found in the large concerns, having charge of the engineer and stokers, who have not only to supply whatever power is required, but also steam and hot water for the central heating system, kitchen, bathroom and general domestic service. There will also be a mechanic and an electrician. These men are usually trained as first-aid firemen, so as to be able to cope immediately with any outbreak. Fire apparatus, escapes, lifts (passenger, luggage and service), electric appliances and all mechanism should be regularly and frequently tested as a mere matter of routine. There is often an apparent waste in the daily routine of cleansing quite clean things, the furbishing of gas or electric fittings and routine replacement of gas mantles or electric glass lamps. But this systematic routine work really ensures efficiency, and therefore

CATERING MANAGEMENT

true economy. High efficiency is essential to ensure the ability to cope with emergencies, which are the normal occurrences in a catering business.

It will be understood from the above that the hotel and catering manager has plenty of scope for displaying energy, technical skill and organising capabilities. Apart from those few exceptions who possess a genius for the work, a man to be a successful caterer must not only possess good business qualities, but efficient training. This fact has been rather too generally overlooked in our country. The reason for the success of the foreign caterer, both here and abroad, is because, as a rule, he is a better trained man. In the old days the innkeeper grew up in the business, going through every step from serving lad up. But when the more complicated modern era came, no systematic provision was made for apprenticesing lads and young men to the profession of catering. Now, the absence of efficient training and facilities for close study are serious drawbacks, which handicap men in the struggle for success. The above sketch is concerned with the routine management of large undertakings; but although requirements are simplified in smaller establishments, responsibilities and duties are cumulated by the individuals in control, and the fundamental principles underlying all management are the same. In stepping upward from the small hotel to the palatial establishment a man merely subdivides labour and responsibilities.

CHAPTER II

KITCHEN MANAGEMENT

Good planning, adequate equipment and a thoroughly sound system of working are necessary to the management of a large kitchen, which involves as careful organisation as that of any big store. Unless the department runs on oiled wheels difficulties will be many and success problematical. Everything must be arranged to ensure rapid working without friction.

It is to be assumed that where we have kitchens on a large scale, there will be a numerous company waiting to be fed, for though we may, and should, plan on a liberal scale, exaggeration must be avoided. It is in the nature of things that a successful business is always cramped for room at certain seasons, so our equipment and management must be designed to cope with rushes.

To the lay mind, a visit to the kitchens at any of our commodious London hotels would be a revelation. The diner is accustomed to have his wants attended to with rapidity, and he merely thinks to himself "Smart waiter that," or "Good service here." Those behind the scenes, to whose skill the tasty dishes of a dinner or luncheon menu are due, seldom receive a kindly word from the diner—merely because he doesn't think of them.

The last few years have seen remarkable developments in the hotel world generally, and in kitchens in particular. Space has been increased, and ventilation has been improved to such an extent that one hears little nowadays of the conditions which, in years gone by, gave rise to frequent discussion in regard to culinary hygienics. In the more modern buildings, expert advice—by which we mean the advice of a *chef* or steward—has been given in regard to the construction of the kitchens, and this, of course, has led to the older establishments remodelling their kitchen arrangements.

The management of the gigantic kitchens of a big hotel necessitates, as we have stated, the most perfect system of working. The kitchen is usually divided into the kitchen proper, storeroom and pantries, and waiters' department. The kitchen proper is in turn divided into other departments; one is devoted to roasting, another to boiling, a third to frying, the next to the preparation of vegetables, another to soups and sauces, another to the serving of raw articles, cold meats and salads.

Over each of these departments an expert presides, and this official is responsible for every order filled in his department. Further departments are occupied by the baker, pastrycook, and those responsible for ice cream, etc., but they are all under the supervision of the *chef*.

As an illustration of the elaborate system of checking stores which

CATERING MANAGEMENT

prevails at most of the big hotels, the following is interesting : At one o'clock each morning, when supper is done with, one of the larder men (the one responsible for the poultry) at the end of his evening's work notes in his book the number of fat hens, of capons, of grain-fed fowls, and of small chickens that he has in store. The arrivals of poultry later on will be added to that debit. So many chickens have been received, so many have been served. If a dozen are put into the pot to make a stew of chicken, that dozen appears on the books, and every day these accounts are balanced. The same holds good with all other stores. In addition to being an exact record, these notes are a guide for the next day's marketing.

In a city containing so many noted hotels as London it would be particularly invidious to individualise in the matter of the working of the kitchens ; the success of the hotels is testimony eloquent enough. The writer quite recently, however, had an opportunity of walking through the kitchens of a well-known London hotel, and of testing the machinery which has made this establishment so popular. As in many hotels, there were really three kitchens—one for the restaurant, another for the grill, and a third on the first floor used primarily for breakfasts. Further, there were departments for the bakers, confectioners, pastrycooks, ample storerooms, ice houses, cold larders, stillroom, etc., all on the modern scale and all managed to perfection.

To note the extensive ranges at work, with spotless copper-bound utensils here and there, one realised something of the demands made upon the kitchens of a large hotel. Cleanliness was a striking feature everywhere. Each section of the kitchens was under the control of a departmental chief, and the *chef de cuisine* ably directed the activities of some 120 men.

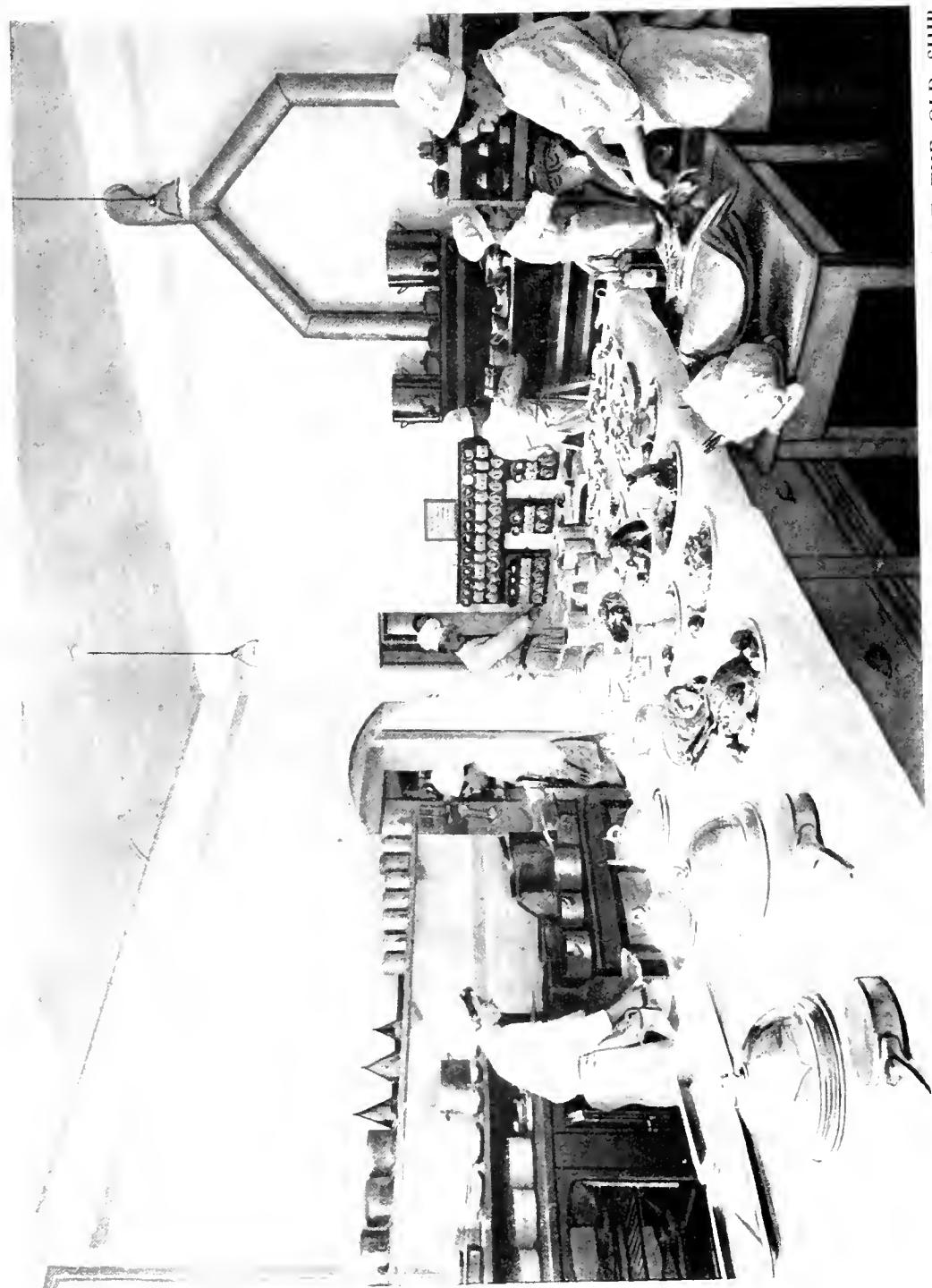
Even with the splendid equipment throughout these kitchens, to which reference has been made, one was apt to think that there must be a certain capacity which cannot be exceeded, but the *chef's* reply to an inquiry on this point, " We can cook for as many as like to come," dispelled any such idea. This seems amply to be borne out when one realises that on a daily average some 500 luncheons were served in the grill, 500 dinners and about 250 suppers—1,250 meals a day. In the restaurant between 150 and 200 luncheons were served, and roughly the same number of dinners. This visit, by the way, was made in war time ; when things were normal the demand upon the kitchen was decidedly heavier.

Construction and Organisation

In the foregoing we have endeavoured to emphasise that upon the perfect equipment and general organisation of the hotel kitchen depends the success of the hotel enterprise, and so have taken as an example a popular London hotel and restaurant. It is now for us to consider the construction or lay-out of the ideal kitchen.

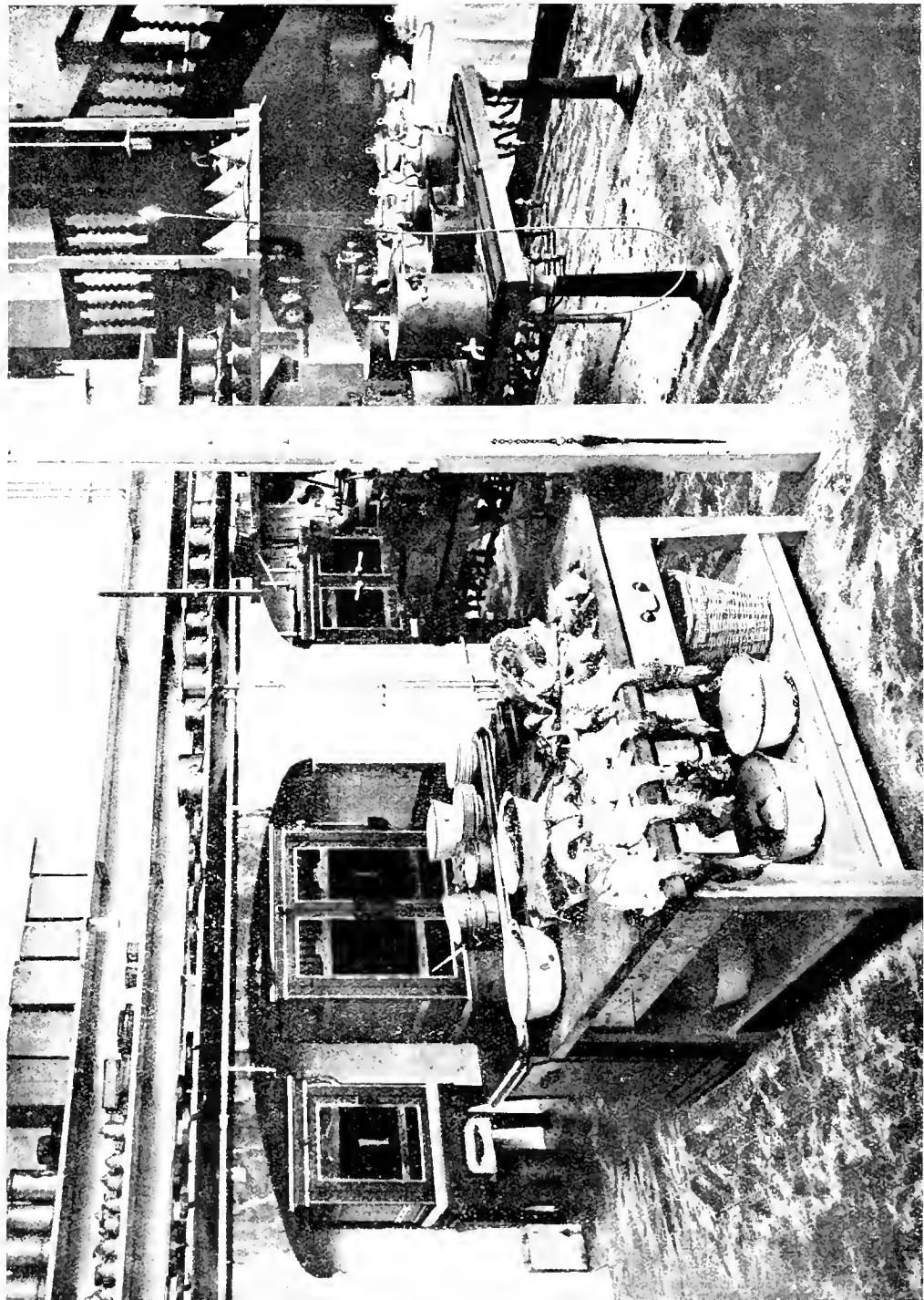
By perfect equipment it must not be taken for granted that installation

KITCHEN AT THE OLD SHIP,
BRIGHTON.



To face page 5.

A CORNER OF THE KITCHEN OF A
HIGH-CLASS HOTEL—GAS EQUIPMENT.



600 ft. 70

alone fills the bill ; there are other considerations, chief among which is to have in the most convenient places the necessary plates, glasses, etc., in order to facilitate the work of the waiter. The waiter is often blamed when in reality it is the kitchen which is at fault.

On the planning of an ideal, up-to-date kitchen some interesting views were expressed by a well-known hotel man in Canada, Mr. F. W. Bergman, who holds the important office of general manager of the Grand Trunk Railway Hotels. To determine what is the correct and successful arrangement of kitchen equipment, he says, it is necessary to begin by following the service, placing the equipment in accordance with the architectural plan of the building supports, flues and ventilation. It is here that the architect should be most careful, so that the best results may be obtained, and the man responsible for the arrangement of the kitchen equipment will not be compelled, because of the pillars, flues, etc., being in such an impractical position, to sacrifice his service by adjusting his equipment to conform to the architect's plan rather than making his dispositions in keeping with the correct lay-out of an up-to-date kitchen.

In developing the service of an hotel the refrigeration plant is a most important item. Without the requisite boxes in the right place it will cause endless annoyance to guests and management alike. Plate and silver warming and cooling facilities must be placed where the waiter, coming in a hurry from the dining-room, may obtain what he wants without loss of time. The counters of service pantries should be refrigerator boxes with doors on both sides, so that the kitchen employee as well as the waiter may easily get at the contents. Each counter should have within it plates or silver to cool, as in the case of the pastry-room, for the pies must always be served on cold plates, the same being true of the *garde-manger*, where cold meats and salads are served. This also applies to the oyster pantries and the stillroom.

Plate warmers and refrigerators should not only be placed in the kitchen but in the service pantries of the various dining-rooms as well, to save as many steps as possible in case the waiter requires an extra warm plate or an extra supply of butter. A place should be provided in the refrigerator of the service pantries to keep the flowers from the dining-room overnight. Cupboards and drawers should be placed in these pantries wherever there is proper wall space, to provide for extra storage of silver, linen, vases, candelabra, etc. A dumb waiter or service elevator from these pantries to the kitchen below or above is absolutely necessary for the removal of soiled dishes and linen.

It is constantly a matter of controversy which is the better arrangement—to have the kitchen in the basement connected with the dining-room by means of stairs, or to have the kitchen on the same floor with the dining-room. For the large city hotels, where space counts, the basement is generally considered the only place for the kitchen. The tendency of the architect, where he places the kitchen on the same floor with the dining-room because of the width of the plot, is to economise on the

CATERING MANAGEMENT

kitchen and service pantries. This is to the disadvantage of future service. The kitchen should have as much space allotted to it as possible, and in the basement more than any other place can this be done. The stairs are not a drawback in the service of a well-planned hotel, providing the facilities mentioned are not overlooked.

Cooks' tables should be placed parallel with the ranges and warming tables, and have steel tops ; the shelves should also be placed parallel with the cooks' tables, but with ample space between them. A steel rod running parallel with the range should be placed on a level with the range, so as to enable cooks to draw their pots forward and use this rod as a resting shelf. Soup kettles and stock pots should be placed in a scullery, where the ranges are against the wall, or behind the ranges in the ease of their being located in the centre and divided from the range by a wall. The scullery should be in a direct line with the ranges, and should contain all pot sinks, vegetable machines and other mechanical kitchen devices. These should be placed on a metal trough with trap drain, and provided with faucets high enough from the floor to permit of the use of utensils without tipping, and convenient to serving tables and preparation tables.

The grill, *garde-manger*, and stillroom should be as near as possible to the main entrance of the kitchen and the *chef's* office, with a view of the entire kitchen. Then there should come in rotation the pastry and confectionery room, oyster pantry, and storeroom. Each department should have its own refrigerators specially designed to suit its requirements, and all counters separating each of these pantries from the space of the kitchen should be provided with plate-cooling refrigerators.

To minimise the breakage of china and glass, it is necessary to provide a separate pantry in which women should be placed to look after the washing by hand of all glass, cups, and all handled and footed chinaware. The bulk of the chinaware can be cared for by the dish-washing machines in a separate pantry. To facilitate the handling of these divided pantries, the sorting out of dishes from silver and glass should be done in the service pantries of the various dining-rooms. These details, and the necessity of taking care of them properly, require the experience gathered in many places in many years, in positions both in the opening of new hotels and the opening and closing of resort houses, to determine the best lay-out. They also require the intelligent co-operation of architects who can quickly interpret the ideas as they are given by one who has obtained them from practical work, and to adapt them so that the whole will be satisfactory when the kitchen is thrown open for business.

The Staff

The staff of the kitchen depends, of course, on the size of the kitchen itself and the demands made upon it. In a large hotel of the Savoy type, for instance, there are often as many as 130 hands engaged in the kitchen. First there is the *maître chef*, under him are two aides, who in turn supervise the operations of departmental chiefs,

superintending the various sections into which the culinary realm has to be divided. The head of the roasting department would have under him a number of cooks; the chief of the sauce department a similar band of assistants, and so on. Each should have a set task to perform and carry on his work automatically, and, further, should be prepared to face a large demand which would otherwise be likely to upset the usual routine.

Other members of the staff comprise larder men and butchers, stillroom hands (responsible for all beverages except wines, spirits, and mineral waters, the preparation of hors-d'œuvres which are not cooked, and often also of the soups), apprentices, scullerymaids or boys, and porters, who do all the fetching and carrying of coals, stores and waste.

Kitchen Accounts

Kitchen accounts are as important as those of the storeroom, and should be kept thoroughly. The prevention of waste and extravagance is a prime consideration to the management, for upon this depends the success of the business. It should therefore be the aim of every manager to secure a *chef* who will consider the financial as well as the professional side of the department under his care. An extravagant *chef* will not concern himself with financial results. When it is realised that excellent and first-class catering is not the result of an unlimited supply of food to draw upon, the financial advantage of economy—practised, of course, in a not too niggardly manner—should be borne home on the kitchens.

How is the controlling hand of the establishment to hold the reins? By seeing that a complete system of checking is carried out. First, then, the purchasing of provisions. A system which is freely practised, and successfully, is to make out two orders, keeping a duplicate for home reference. The requirements are filled in and sent off. When the carrier brings the goods they should be checked, and any discrepancy should be reported to the *chef* at once and pointed out immediately. Similarly, if any of the goods are not satisfactory, they should be dealt with at once, so that the day's transactions should not be muddled or carried over an uncertain period. The purchases should be entered into a book and priced. On the other side should appear a summary of the various checks handed in for orders, with the prices, and, if a weekly account is preferred, the stock in hand should be ascertained at the end of the week, priced accordingly, and the profitable, or otherwise, transactions of the kitchen will thus be shown.

The weekly account has proved a good system, and when it is made up, it should give the quantity and cost of provisions consumed. It also has the advantage of showing more minutely the financial progress. Suppose, for instance, the week is commenced with so much meat, poultry, bacon, vegetables, fish, cheese, butter, flour, tea, coffee, etc., the quantity being ascertained by the weekly stocktaking. This should be termed "stock on hand," and priced accordingly. On this side of the account will also

appear the daily purchases, so that the record will be complete and easily kept.

Daily Routine

The movement and passage of material through and from the kitchen is the next consideration.

When orders are sent down to the kitchen they are usually received by the kitchen clerk, who passes on the instructions to the cook concerned. If there are three items, say soup, fish and roast, the orders are passed to the three cooks who deal with these items, and who retain a voucher to show what leaves their charge. The kitchen clerk has then a check on all that leaves the kitchen, and the different cooks have their vouchers to show what they have dealt with. It is a good practice with table d'hôte orders for the waiter to have perforated slips containing the various courses. If he is getting table d'hôte for seven, he simply writes the figure "7" by each course, and hands the fragment from the slip in, when he receives the particular dish. In Switzerland a system is in vogue at some hotels which is to be highly commended. Over the hot plates is a series of lamps, and when the dishes of the course are ready a number or figure is shown, so that the waiter can either fetch it himself or send his *commis* for it.

It does not matter what system of checking is introduced, so long as it is complete. It is simple to arrange and easily workable, and there is no excuse for the hotel manager or restaurant proprietor who does not have a thorough and methodical record kept of the kitchen transactions.

We have given above an outline of the requirements and routine in a big kitchen for a first-class establishment. Modifications are, of course, introduced according to the necessities of each case. In a moderate-sized or small establishment the proprietor or manager will usually be his own buyer, as his cook will have his hands full in supervising his small staff and doing a great bulk of the work himself. In most large places doing restaurant work, where long hours are necessary, men cooks are the rule, but in small refreshment rooms, private hotels and boarding houses women cooks are often to be preferred.

CHAPTER III

DINING-ROOM AND TABLE SERVICE

COOKERY books to meet the requirements of all classes have been written in abundance, but few have essayed the almost equally important, if less interesting subject of *service*. This, no doubt, is largely due to the extreme difficulty of dealing with the matter concisely. Rules and directions applicable to service on an elaborate scale would afford little help to those who work under different conditions, hence the necessity of treating the subject in detail.

The term *service*, used in its broad sense, embraces, besides actual waiting, arrangement and care of the dining-table appointments, carving, care and treatment of wines, table napkin folding, table decorations, and many small details which, viewed singly, appear unimportant, and yet, when not neglected, may add considerably to the sum total of successful management.

The Dining-room

An ideal dining-room is spacious, well lighted, and well ventilated. From a hygienic point of view a parquet floor is to be recommended for a public dining-room, but it lacks the comfort and warmth afforded by a carpet, and, moreover, it is less quiet, although the noise may be considerably mitigated by the attendants having india-rubber pads to the heels of their shoes. Space and light are not always at one's command, but as many simple contrivances for admitting fresh air without a draught exist, a badly ventilated dining-room is inexcusable. A dining-table should be about 29 in. in height, and the seats of the chairs surrounding it about 18½ in. In a dining-room of inadequate space, as many round tables as possible should be used. Six people sitting at a round table occupy very little more space than four at a square one, while a small round table will provide ample table space for four people. An allowance of 30 in. per person provides ample space at a long table; less space is uncomfortable, but more is unnecessary, although 36 in. is sometimes allotted.

When practicable, each waiter's station should be provided with a side table sufficiently large to hold his tray. When space is limited, the side table should be fitted with one or two shelves, in order to furnish the waiter with the means of having ready to hand extra spoons, forks, knives, etc. If, in addition to these things, the side table will hold a supply of cold plates, salad plates, cheese plates, sauces, and other accessories needed in the service, the guest will be spared delay, and the waiter unnecessary running about. As a matter of fact, in no two dining-rooms

would the service arrangements be exactly alike, but the principle of having everything possible ready to hand should be adopted by all.

Table Appointments

The method of arranging silver, cutlery, and glass varies little; the difference between a perfectly appointed table and a commonplace one lies rather in the quality of the napery, silver, and cutlery, the perfect condition of all the table appointments, and a gracefully symmetrical disposal of what is used.

Dining-tables should be covered with felt. The soft substance of the material not only protects the tablecloth from the sharp edges of the table, and also tends to make it wear better, but also improves the appearance of the tablecloth when laid.

A tablecloth should be placed squarely on the table, with its centre fold forming a true line down the middle of the table, and its four corners at an equal distance from the floor. It should be unfolded on the table, not opened out in the hand and thrown over the table, as this tends to crumple the cloth. Torn, crumpled, soiled, or stained tablecloths should never be used. Before seating guests at a table that has been previously used, any evidence, no matter how slight, should be covered by means of a table napkin, the same being neatly placed with two of its corners to the right and left, under the knives on the one hand, and forks on the other. Even when the cloth is spotlessly clean, if the next guest knows that the table has been previously used, it is advisable to spread a serviette before asking him to be seated.

The old-fashioned and inconvenient method of overcrowding the table with silver and cutlery is no longer adopted. Two large forks and a fish fork should be laid on the left hand about 1 in. from the edge of the table, and on the right, leaving a space of about 12 in. or 13 in., two large knives and a fish knife, while on the outside of the knives should be placed a tablespoon for soup. It is almost needless to add that more knives and forks will be required for a dinner of several courses, but it is now customary for the waiter to supply them as they are required. They may be laid on the plate previous to placing it before the guest, but, except when serving a meal hurriedly, it is better to place them quietly in their proper position on the table.

This method is the approved modern arrangement, but many still adopt the old-fashioned plan of placing the dessert spoon and small fork required for the sweets, and the small knife used for cheese and butter, across the table between the tips of the larger knives and forks. The extreme end of the handle of the spoon should just escape contact with the end of the blade of the first large knife, the handle of the small fork must occupy a corresponding position on the left, while the small knife should be placed between the dessert spoon and fork, with its handle on the right, and the sharp edge of the blade turned towards the edge of the table.

Either of these arrangements is suited to any public room where the

bill of fare includes the usual luncheon or dinner courses, and where it is necessary to have the accessories to the service of each course on the table, although all of them may not be required.

On the dining-table in a private house neither spoons for soup nor fish knives and forks should be placed, unless soup and fish are to be served. Even when the meal is quite a simple one, comprising say, soup, roast and sweet, two large knives, and two large forks, as well as a table-spoon for soup, and dessert spoon and small fork for the sweet, should be laid to each cover, otherwise the table looks bare and unfinished. Moreover, except at a very informal meal, it is better to hand a second helping of meat on a clean plate, and the extra knife and fork would replace those carried away on the plate first used.

In disposing the glass in a private room function, the number and kind of glasses comprising each cover depends upon the wine to be served. It is not in good taste to place any glass upon the table unless the wine for which it is appropriate will be offered.

Dealing with the same matter in a public dining-room, at least three glasses are laid to each cover. The best effect is produced by clear, highly polished glass of uniform pattern and style, preferably a graceful goblet shape. The three glasses are usually arranged on the table in the form of a triangle. The smallest glass, which may be required first when sherry is offered with the soup, should be placed slightly to the right of the lower part of the bowl of the soup spoon. Beyond, and forming a true line with the sherry glass in the direction of the opposite side of the table, should be placed the largest glass, which, although intended for champagne, is equally suitable, by reason of its size, for mineral waters, or mineral water and wine mixed. On the right, between the two glasses already on the table, is placed the glass of medium size, which may be used for either white wine, burgundy, or claret.

Until quite recently, six kinds of wine were frequently served at dinner : chablis or sauterne with hors-d'œuvres, sherry or marsala with soup, hock or sauterne with fish, claret or burgundy with entrées and removes, champagnes with roast and entremêts, port, claret, or madeira with the dessert. No hard and fast rules can be made as to the disposal of the glasses required for the service of the above wines, but they should be arranged in a symmetrical form, and the order in which they are likely to be needed must be taken into consideration. They may be placed to form a compact diamond or triangle, or in two rows parallel to the knives, the latter order being the better one when table space is limited, and the effect is by no means unpleasing, because, in consequence of the glasses being of different size, the length of the two rows is unequal. When a luncheon or dinner includes hors-d'œuvres, the plates for use therewith are sometimes placed in the spaces between the knives and forks, exactly opposite where the guests will be seated. On each plate should be laid a table napkin, either folded flat or in some simple shape such as a "bishop's cap," which forms a receptacle for bread. When oysters are served, if the plates containing them are placed on the table before

the guests are seated, the table napkin should be laid either opposite the plate or on the left of the forks.

Articles of a purely ornamental character will be considered later, in connection with table decorations, and the few remaining useful table appointments may be disposed of in a few words. Extremely small cruets of simple form have almost entirely superseded the massive ones which were the pride of the generation that is passing away. This change of taste is fortunate, for the smaller ones are more convenient and better suited to the lighter schemes of table decoration now in vogue. A cruet should be placed between every two guests, unless the table be plentifully provided with salt sprinklers, pepper mills, and paprika, or Nepaul pepper casters, which, when they happen to be small and of well polished silver, produce a good effect. Cruets should be kept scrupulously clean; badly made mustard in a mustard pot which bears traces of previous use, and lumpy salt in a salt cellar that needs replenishing are altogether inexcusable.

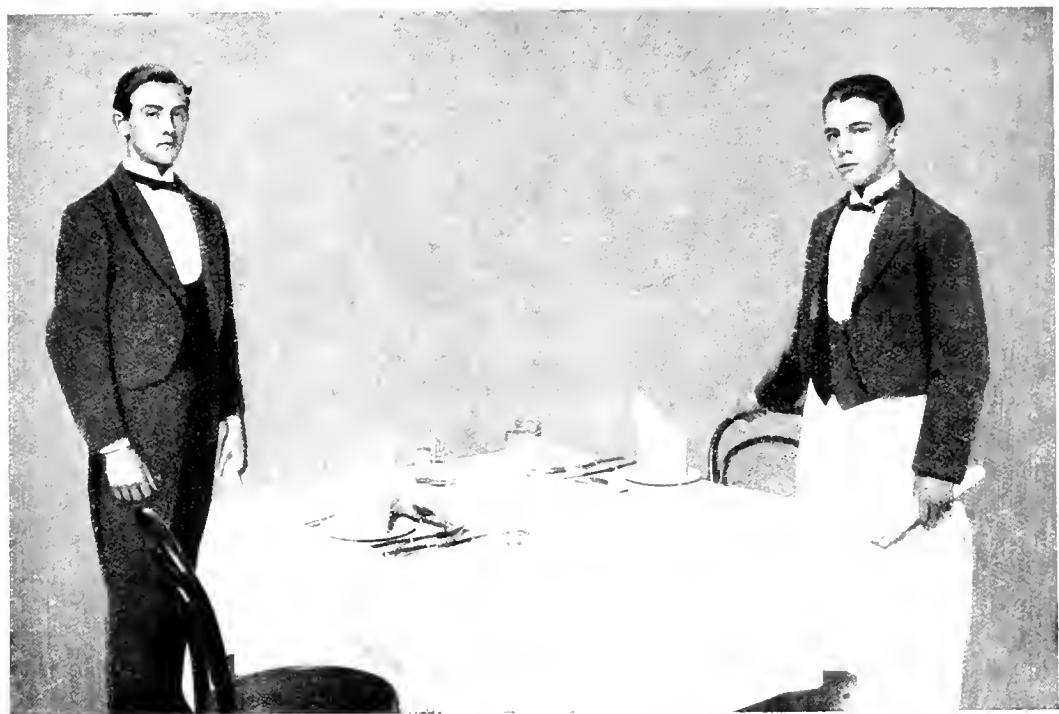
Pickles, chutney, saucers, butter, sugar, and other accessories seldom appear on the table unless the meal is a homely one, but they should be close at hand with the forks and spoons necessary for their service, in order that they may be handed immediately they are required.

A carafe, or jug of cold water, and, in summer, a plentiful supply of ice, should be at hand, but not on the table.

Waiting at Table

It would be far easier to fit a square peg into a round hole than to mould into an ideal waiter or waitress a person of slow intellect, disengaging and tactless disposition, heavy movements, and bad manners. Waiters, unlike cooks, need not be "born," but such qualities as deftness, quickness and civility, a certain measure of refinement in speech and manner, cleanliness in both person and work, and an aptitude for the work, are absolutely necessary for all those who wish to raise themselves above the level of an ordinary waiter. In waiting, as in other professions, there is no royal road to success, and good positions, unless secured through outside influence, are only reached by those who have worked hard to win them. As a rule, advancement comes more rapidly to those who have, in addition to the indispensable qualities enumerated above, a cheerful, pleasant manner, everlasting patience, and sufficient self-control to restrain any outward expression of annoyance under the most trying circumstances.

Lord Beaconsfield defined a good waiter as "one who anticipates your wishes, and suggests your wants," but this definition cannot be taken in its actual literal sense, for, as a rule, few well trained waiters would presume to offer suggestions unless advised is definitely asked. It happens frequently that a guest does not understand the bill of fare; in this respect a waiter's position is often most trying. An irritable guest may resent being asked any questions, and yet the waiter, having received an incomplete order, cannot properly execute it without further instruc-

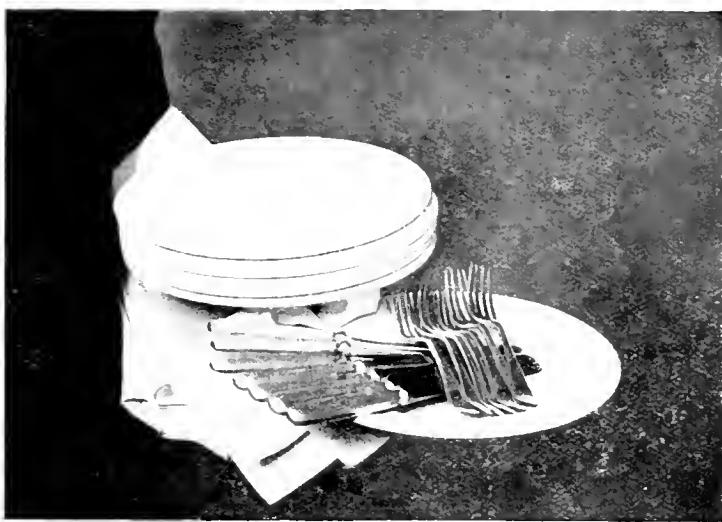


WAITERS' UNIFORMS—EVENING DRESS,
CAFE JACKET AND APRON.



To face page 16.

SERVING.



HOW TO CARRY PLATES,
WITH KNIVES AND FORKS.



SERVING A PLATE.

tions. At such times much may be done and avoided by the exercise of tact and patience.

Service varies considerably in public dining-rooms, but, as a rule the head waiter either seats the guests or indicates the table he wishes his subordinate to place at their disposal. When the head waiter accompanies guests to a table, he may hand the menu himself if he can spare the time, or if he wishes to pay the guests marked attention ; but the waiter in charge of the table more frequently takes the order. It is considered more courteous politely to hand the menu directly to the guest instead of placing it on the table.

The head waiter may not have absolute control of the dining-room, but he is always invested with considerable authority ; the decision, for instance, invariably rests with him how far his subordinates shall act on their own responsibility, or work entirely under his direction. Certain matters must of necessity be submitted to him. He is the proper person to receive and appease any serious complaints. Should a guest order something not on the bill of fare, it may be necessary to ask the head waiter's permission before executing the order, unless, of course, there happens to be a distinct understanding to the contrary between the dining-room and kitchen—a state of affairs which rarely exists. When a guest is displeased with an article of food it should be removed at once, without any comment or unnecessary remarks. If the matter be trifling and can be put right by the *chef*, it is as well to let him do so, otherwise it must be reported to the head waiter. Under no circumstances should a subordinate argue with a guest. All reasonable complaints of sufficient importance should be reported to the *chef* by the head waiter—a course of action which is not often resented when done tactfully. The *chef*, too, has every right to complain when any dish has been spoiled, or partially spoiled, by carelessness or avoidable delay on the part of a waiter. Matters run more smoothly when a good feeling exists between dining-room and kitchen, for many things have to be adjusted by the ruling powers of the two departments on which the success of any catering department so largely depends. When the subordinates in a dining-room and kitchen are strictly supervised by trained and vigilant eyes, the service runs like clockwork ; and strictness, when combined with justice, and a certain measure of consideration, is never resented ; in fact, it is better appreciated than a lax discipline, which provides many loopholes for the lazy and unprincipled.

A waiter should stand in a slightly inclined, respectful attitude, and give his undivided attention while the guest is scanning the bill of fare. The order should be carefully noted, and, if incomplete, the guest should be asked in a low, polite tone if the usual accompaniments—whatever they happen to be—are desired. The wine card should be left within easy reach of the guest while the waiter dispatches the order to the kitchen, and he should be careful to give it in such a clear, concise form that no mistake can possibly arise. The waiter should return immediately to take the guest's order for wine, for, although it is not

considered good form to serve beverages—except the particular ones taken to stimulate appetite—before the first course has been served, the guest may wish to have it at once, and in any case, any interval of waiting for dishes to be prepared should be utilised by the waiter in procuring wine, ice, and every accessory likely to be required. Guests appreciate quick service, and the head waiter should encourage forethought in such matters.

In the event of running short of anything, it should be immediately struck off the menu; for nothing annoys a guest more than to be told, after he has given his order and waited a few minutes, that what he requires is "off." Even in the best managed dining-rooms this may happen when there has been an unusual run on some particular dish, and, as a rule, nobody complains when an item is lined out; but much unpleasantness may ensue when this precaution has been neglected, and the guest's choice happens to fall on the dish which cannot be served.

The rule is to serve and remove everything from the left. This rule is less elastic than many connected with table service, and yet one or two slight exceptions were once rather forcibly impressed on a manager of some experience, who, at a busy time when they were shorthanded in the dining-room, temporarily pressed into service a particularly smart page boy. His brief and general instructions were "Serve food on the left, drinks on the right." Presently the manager saw the boy going to the left of a guest with a bowl of ice, and signalled to him to place it on the right near the glasses, whereupon the boy's face assumed a puzzled expression, which deepened to decided hopelessness when the manager shortly afterwards directed him to hand a coffee tray on the left. At the conclusion of luncheon the boy told the manager very civilly that he was sorry he had made mistakes, but he understood that he was to serve food on the left, and drinks on the right. "And you know, sir," he added, "they don't drink ice and they don't eat coffee."

Dishes when handed should be held at a convenient level; a common fault is to hold them too high and not sufficiently forward. Dishes are usually held by the left hand, and when the right hand happens to be free, the waiter must on no account rest it on the back of the guest's chair. Plates for the service of hot dishes should be *quite hot*, not luke-warm, and they should be placed exactly level with the edge of the table. When badged ware is used, the badge must be exactly opposite the guest, on the side of the plate away from the edge of the table. When the party is a small one, it is more polite not to remove any of the plates until all have finished the course. When several kinds of wine are served, the wine glasses which have just been used should be removed when the next wine is served. When the dinner includes dessert, port wine glasses and finger bowls should be placed ready on a side table, each finger bowl with its modicum of water and resting on a dessert plate with a doily under the bowl.

CHAPTER IV

VARIOUS MEALS

Breakfasts

MANY popular refreshment places can carry on a thriving trade in plain breakfasts for persons coming to business from a distance. Tea, coffee, cocoa and chocolate, bread and butter, jam and marmalade, porridge, ham and eggs, haddock and herrings, will be mostly in demand from 5.30 to 7 near markets, or from 7 to 8 at other places, trailing off at 8.30 or 9. For this kind of trade ample portions, moderate prices, and quick service are necessary.

To some extent this kind of thing can also be done by tea-shops in certain localities, either in the neighbourhood of railway termini or business quarters where clerks and shop assistants arrive by "workmen's" trains from distant suburbs and have an hour on their hands, or in districts of London and other large towns where there are many residents in flats or students.

Generally speaking, in hotels breakfast is a movable and variable feast, but with us in England as in America it is a substantial meal.

Even in the best places floral decorations are strictly limited, partly because of the many items usually connected with breakfast service. All the appointments are more simple than for any other meal, though they naturally vary with the number of persons to be seated and dishes to be served.

There is an ever-increasing list of suitable varieties of breakfast foods, such as chops, steaks, cutlets, kidneys, fish prepared in various ways, whether fresh or dried, mushrooms, savoury toast, sausages, patties, rissoles, croquettes, omelets, and cold meats of all descriptions. There are, too, between two and three hundred methods of dressing eggs, while always there is the stereotyped rasher, or, better still, ham and eggs, and the different forms of porridge. Vegetables are rarely served, though fried potatoes are occasionally seen, and should always be available when patronised by an American clientèle.

In public establishments the cold dishes are placed upon the side-board, and hot dishes à la carte are prepared to order, usually in relays. The routine followed in boarding-houses closely resembles that of private life. The hot dishes are placed at one end of the table, opposite the head of the house, and the cold viands arranged down the sides of the table. The other end may be occupied by the cups and saucers, and tea and coffee equipage, and where breakfast lasts far on into the morning, as in large establishments, or where there is a house full of guests, fresh tea and coffee is brought in when needed, though in all cases the tea, coffee, and chocolate are served from a side table by a maid.

Individual tea and coffee service is the custom in all high-class public rooms. The custom of having all hot and cold dishes on a side table is excellent, especially where there is a large number of guests, but it requires more service.

Upon the table should appear, in orderly array, plates of rolls, racks of toast, dishes of daintily rolled butter, glasses of jam and marmalade, and fruit, which, when raw, is considered far more digestible when eaten at breakfast than later in the day. The many cereal preparations, which largely hail from America and are becoming increasingly popular in English households, are always served first as appetisers, either cooked or *au naturel*, to be followed by the more substantial dishes of meat or fish. Melons, if served with pepper and salt, follow the cereals ; if with sugar, they close the meal.

In many hotels an early "Continental" breakfast of tea, coffee or chocolate, with small rolls and butter or biscuits, is served in the bedroom at any time between 7 and 8.30, to be followed by the more substantial meal between 9 and 10.30.

In commercial hotels the popular demand is for thick slices of grilled ham with eggs, grilled haddock, chops and steaks, with a good supply of cold meats, boiled, fried, poached and scrambled eggs, rolls and butter, toast, jam, marmalade, and honey. Porridge is occasionally called for, especially in temperance houses.

At seaside resorts, fish should always be made a special feature of breakfast menus, and at inland places salmon on toast should appear in season. Fruit must always be plentiful.

Luncheons

In hotels and restaurants the service of luncheons corresponds closely to that of dinner, though the decorations are far less elaborate than those of the dinner-table. The ordinary courses are fewer ; soup or fish are often omitted, and the fare as a whole is simpler in character. One tumbler and two wineglasses are the maximum number, and if fruit is partaken the table is not cleared as for formal dessert. At all smart functions, both public and private, the service of luncheon is nearly always *à la Russe*.

The sideboard at mid-day needs careful preparation, especially when the luncheon is an elaborate affair. It should be covered with a white cloth, and hold all extra spoons, forks, knives, plates, wineglasses, finger bowls, and dessert dishes. Wine, water carafes, whisky, and soda siphons must be put beforehand upon the sideboard, as well as bread, toast, and any necessary adjuncts, such as cheese, butter, biscuits, cut lemon and ice.

Where the carving-table is separate from the sideboard, the requisite knives, forks, and spoons must be placed in readiness, though all such must be laid upon the table when the service is not *à la Russe* or Continental style.

In more popular places the luncheon is really a mid-day dinner,

customers following this with a "high tea" about six o'clock or a little later, and late supper. Restaurants and popular eating-houses catering for this class of customer will have to provide more substantial dishes than are usually served at luncheon. In light refreshment houses fruit, both fresh and stewed, tomatoes and salads are now demanded, and if carefully bought yield quite good profit. Fruitarian luncheons, to include a small glass of milk or lemonade, can be served at from 3d. to 6d.

Teas

Teas form quite an important feature of present-day catering. There appears to be an unlimited public for these light meals, served at prices varying from 6d. to 2s. 6d. at any time between 3 and 7. Apart from those informal meals at tea-rooms and other places, there is always a demand for dainty little meals late in the afternoon. In popular houses a sixpenny tea will consist of a pot of tea (or a cup of coffee or chocolate), bread and butter, with cress or lettuce, an egg, or a couple of sardines, or potted meat, or sausage, sometimes with marmalade or jam. A "high tea," costing anything from 8d. to 1s. 6d. according to class of house, will be much as the above, with the addition of cake and a hot dish of meat. In many places a special bill of fare is prepared for tea, including, besides potted dainties, grilled fish, a few meat dishes, puddings and cakes, the portions ranging from 1d. to 3d., rarely more than 5d. per item extra to the tea and bread and butter. Then at most fashionable places, often where there is an orchestra, a 1s. tea will comprise a pot of tea, bread and butter or toast, with jam or honey and fancy cakes. Strawberries and cream are usually an extra item. In some of the ultra fashionable resorts, where the tea is of the choicest, and the porcelain and silver of the richest, tea is charged for at the rate of 2s. 6d. per head. Needless to say, at holiday resorts the 6d. and 1s. teas are a source of considerable profit. Watercress or mustard and cress is popular, and at the seaside shrimps or prawns. In country places honey will often be preferred to butter, and should prove more remunerative.

Dinners

Dinner with all classes forms the principal meal of the day. The middle and working classes take it at mid-day, generally between 12 and 2, whilst the dining-hour in fashionable society is between 6 P.M. and 8 P.M. It has always been the custom of the aristocracy to dine later in the day than other classes.

The number of courses of a dinner depends on circumstances, but while the courses have increased with time and fashion, the number of dishes served have decreased. That is to say, instead of serving two soups, two or three fishes, and as many entrées, not more than one, or at the most two, are now placed on modern menus.

The present tendency is for shorter meals.

Suppers

This is the term for the last meal of the day, and one which has a wide and varied meaning. During the Middle Ages supper used to be served as early as 5 p.m., when it was customary to serve soup; from this the name supper is supposed to have originated. History tells us that soups, or supper dishes, originally consisted of liquid food both savoury and sweet, such as frumenty, porridge, and various kinds of spoon meat, with which were eaten pieces of bread, called sops, soppets, or sippets.

Where late dinner is served, as is usually the case at the present time, supper is rarely served, except in the form of ball and theatre suppers, which are still fashionable both here and abroad. There is no set rule as to the kind of dishes served for supper, but when partaken of as an everyday meal, supper may consist of either hot or cold dishes, with or without vegetables, or even sweets.

Cheese, and salad when in season, may be included, but it is not an invariable custom. Light cakes and fancy *gâteaux*, tea, or coffee are frequently included in a supper menu, which shows that many regard this meal as but a light repast.

CHAPTER V

MENUS

THE art of planning a menu, although by no means difficult, is not so easy as some people imagine, especially so if one wishes to give one's guests a first-class and well-arranged *recherché* dinner. Of course, a little dinner consisting merely of soup, fish, joint, vegetable and sweet, presents no difficulties whatever to the steward, but it is quite a different matter when all the intricacies of *hors-d'œuvre*, *entrée*, *rélevé*, *rôti*, and *entremet* make up the menu. It is well to bear in mind the distinction between a menu, which is the itemised description or index to a complete meal, and a *carte du jour*, which is a catalogue of the dishes that the restaurant can serve that day.

In serving a dinner there are, as a matter of course, certain hard and fast rules in the way in which the greater number of the courses follow each other, but after these have been observed the host must show some discernment on his own part.

For the purpose of this chapter the reader will understand that "the host" is a covering term for whoever may be responsible for the meal. Whether the dinner is in a private house in the hands of a hired chef, or whether the caterer provides and prepares the whole thing at a client's house (as in birthday celebrations), or whether it is a "little affair" provided on the caterer's premises, or even in the ordinary course of hotel business, the procedure is the same so far as the compilation of the menu is concerned, and the same remarks apply throughout.

The endeavour of every host to make a meal as pleasant and agreeable as possible for the guests expresses itself instinctively in two directions, which may be described by the familiar phrase "form and substance." The matter, unless entrusted to a caterer, can hardly be managed by simply setting to work to lay out so much per head for food and wines, and then serving up the best and choicest dishes which can be procured within the limits of this estimate. However true may be the maxim "One should eat to live, not live to eat," it is none the less indisputable that a wise choice of dishes, and a correct method of preparing, cooking, and serving, contribute greatly toward ennobling our enjoyment of the mundane food and drink which cannot be dispensed with. A survey of the extravagances committed in the cause of luxurious living and of table decoration, from the time of Lueullus to that of some modern epicures, gives rise to sensations hovering between indulgent amusement and entire contempt. On the other hand, it must be admitted that, be it in the cause of a "*distingué*" dinner of seven or eight courses, or in that of a simpler repast served to more intimate acquaintances,

a very great deal depends on the choice of the dishes and the order in which they are served.

No age has lacked in records of excesses in the culinary department, wherever wealth has desired to display its resources. Nevertheless, towards the close of the Middle Ages the Continental peoples, with whom the study of physical enjoyment was the essential consideration after the modern Italian art of cooking had been introduced into France in the course of the sixteenth century, performed such astonishing feats, even more than three hundred years ago, in the matter of the number and variety of their dishes, that it is difficult to decide whether the folly of the host, or the capacity of the digestive organs of the company, furnished most cause for amazement. A thick leather folio, called "The Cookery Book," written by one Rumboldt, head cook to the Elector of Mayence, proves to a nicety that in his time a good middle-class dinner consisted of at least twelve courses, and one at the house of a nobleman of twenty dishes (independent of dessert, which at that period must have comprised about twelve kinds of fruit); while the table of one particular emperor boasted of at least thirty different kinds of food, exclusive of dessert, this latter including from fifty to sixty varieties of sweets and fruits.

The art of cooking and serving has, on the whole, become far more reasonable and more scientific in our time. Not that it is by any means an unknown occurrence for a customer in first-class houses of Paris, or Petrograd, or other Continental city, to have served to him a meal costing as much as 30s. without wine; while in a Paris *restaurant de luxe*, as in the late Maison Dorée, or in one of the present grand restaurants in the Boulevard des Capucines, it is quite easy to get rid of 50 or 100 francs per head for a dinner without wine; and this, be it observed, without over-eating. But all these considerations aside, even in the pursuance of a simpler food regime, the natural laws of good taste may be violated in drawing up a menu. For instance, it would be unpardonable for a host to set a ragout of rabbit with a raw cucumber salad before his guest in February, and give him lager beer or ginger beer to drink, following with vanilla cream ice or *meringues à la Chantilly* as sweet.

The most important principle in this matter of the menu is, not to let any one course resemble another in ingredients or in mode of preparation, and to avoid the selection of articles of food which are not at their best in whatever the season happens to be.

How to Compose a Menu

It may be here remarked that the study of the proper sequence of courses at a meal had its beginning in France, where, for an irreproachable menu for a first-class dinner it was considered imperative to observe the following order: Hors-d'œuvre, soup, fish, entrée, joint, vegetables, poultry, or game (as roast) with salad, sweets, savoury, and dessert. Should a simple menu be desirable, hors-d'œuvre, entrée, and savoury may be omitted, and possibly the vegetables also; in this case, however,

the joint should be garnished with vegetable, and the poultry or game served with fried potatoes, as well as salad. Although there have been occasional attempts in recent times to discard this old order, it holds good in most cases. In compiling the menu, a thick, satisfying soup should be avoided, as the object of the course is not to spoil the appetite of the guests for what is to follow, but, on the contrary, to stimulate it ; it should not, therefore, be too heavy in consistency. This applies also to the hors-d'œuvre and savoury, the mission of the former being merely to prepare the diner for the crowning point of the meal—the entrée and the roast.

A well composed menu is an important item, as it adds materially to the success of a dinner, whilst a defectively composed menu may compromise the reputation of a good *chef*. Although the menu may be of little use to some people, it is indispensable to connoisseurs who understand the language of the kitchen, for by analysing the menu they will then be able to judge the dinner as well as the capacity of the *chef*, according to the arrangement of the dishes and the combination of the viands.

If we study the various concomitants of dinner menus, we find that there are three kinds of dinners : the solitary dinner, the social dinner, and the set dinner. All need and merit an equal amount of consideration by the menu compiler and the cook, who should be one and the same person.

The success of a dinner does not in the least depend upon two soups, two fish, two entrées, etc., but on having its details well selected, well cooked, and well served, sufficient in quantity, and, above all, everything of the very best possible quality. It is far better to have one dish in each class, and that above reproach in quality and preparation, than a large number of dishes badly selected and indifferently served. The way to succeed is to have dishes of choice quality, but limited in number. The wines, as well as the dishes, should be noteworthy rather for their excellency than their variety. As an illustration of this, take the words of the late Earl of Dudley, who once said : "A good soup, a small turbot, and a neck of venison, duckling with green peas, or chicken with asparagus, and an apricot tart, is a dinner for an emperor."

Menu cards, such as we see placed on luncheon, dinner, and supper tables, are essentially the outcome of modern civilisation. The ancients knew nothing of them ; they contented themselves with judging the nature and character of the dishes as they were brought to the table. But at the present time, when articles of food have become almost innumerable and the selection so wide, menus have become a necessity as well as a convenience.

The actual use of a menu at dinner was first heard of in 1541, when at a banquet proper, given by the Duke of Brunswick at Regensburg, he was observed to have a long piece of paper by the side of his plate to which he occasionally referred. One of the guests (Count Mantford, who sat next to him) asked the Duke what the paper was for ; upon

CATERING MANAGEMENT

this His Graee explained that it was a list of dishes which the master of the kithehen had drawn up for him, and by consulting it he could preserve his appetite for the dishes he liked best. The idea was so much admired that it soon became popular; the plan was quickly adopted, and has since developed to the present state of perfection.

Dinner is unquestionably the most important, as well as the most substantial, meal of the three or four served daily. Brillat Savarin's verdict in the matter of menus is very curt, but nevertheless to the point: "*Menu malfait, dîner perdu,*" he said, meaning that if the menu is badly composed the dinner is sure to be a failure.

A menu gives one, as it were, a foretaste of the cook's ability, and if the bill of fare is well and earefully compiled and the cooking all that is desired, the confidence of the diner is at once inspired.

To arrange efficiently the order of a dinner requires thought, invention, and combination. This is the essence of the art of menu planning, for it involves four important things: originality, novelty, simplicity, and taste. A well-balaneed menu must be original, seasonable, and characteristic in every sense; and the compiler must seek diligently to avoid the old-fashioned and dull routine.

The first consideration in drawing up a menu must be paid to the oecasion, season, and the magnitude of the repast to be given. There are menus for families who, as a rule, require but simple and plain meals; the prineipal object in this ease is to avoid monotony, to vary the composition of the meal from their usual day to day experience, while avoiding too much diversity. Dinners to be given to a party of friends are not, as a rule, quite so simple as those served in the ordinary way, but even here there should be moderation in the seleetion of dishes, for most people will enjoy a meal with few courses, plain but good, far better than an elaborate spread with a quantity of unnecessary, over-decorated, and richly prepared dishes.

This, however, is a rule whieh caterers must regulate, as it were, on a sliding scale, for a great deal depends upon the diners, and the host's—in this case the man who pays—position and means. The best plan in every ease is to hit the happy medium which will satisfy the guests and harmonise with the host's position.

An elaborate ball supper, a state banquet, or a society dinner, requires a very different menu from that provided for a little dinner to entertain a few friends.

The chief considerations for all menus, whether of a frugal or more important character, may be summarised as follows:—

1. The kind and style of a meal, and the number of guests expected.
2. The number of eourses of which the meal is to consist.
3. The selection of dishes, speeial attention being paid to observing that they must bear suitable relation to each other, and yet be distinctly different in character.
4. Observe the season of the year, and be guided accordingly. All menus should be varied according to the seasons. Certain products

are at their best at different periods, therefore it is more or less essential that these should be first considered. In January or February, ox-tail or giblet soup, and all kinds of game, such as wild duck, woodcock, and snipe, are served. These latter are not procurable in April or May. In April and May spring soup, erimped salmon, lamb, etc., would be considered more seasonable than in July and August.

Foods in Season

5. In introducing so-called seasonable viands into a menu, see that the remainder of dishes or courses harmonise with them. In the spring, for instance, young poultry and the meat of young animals and spring vegetables are in perfection. If a special feature of these be made in a menu, it would be considered bad taste to introduce a moek turtle or ox-tail soup, for it would need a lighter and more delicate soup with which to commence a dinner with a *plat printanière*.

6. See that the combination of every dish selected is well assorted, the colour well blended, and finally, that the flavours of the materials are judiciously applied.

7. In carrying out a menu, from the beginning of the time of serving the dishes thereon, observe punctuality in the strictest sense. Never serve anything half finished, and see that hot dishes are served hot, and cold dishes are served cold.

8. Make sure that every dish on the menu is correctly spelt and concisely described.

It matters little in what language the menu is issued so long as the correct rules above specified are properly observed.

French being the recognised language of the kitchen, it has become the fashion, rightly or wrongly, to make out every menu of importance in that language. It is quite true that there are a number of typical French and other foreign dishes which cannot be translated into English in any form of nicely sounding words, but in most cases, should it be so desired, the English language has enough words to provide a name for every dish.

The *langue de cuisine*, or kitchen French, is practically a language of itself, and unless one is well acquainted with its many terms and phrases, it becomes a difficult task to name correctly the various dishes which constitute a breakfast, dinner, luncheon, or supper.

Preparing a Menu

In preparing a bill of fare for a large dinner, it is advisable not to include dishes which are difficult to dress when wanted in great number. To err in this way will cause needless complication in the kitchen, and often lead to confusion in the service. It is also most unwise to use new or little known names for dishes, especially when they may be better known under a different title. Such a course only puzzles the diner. Avoid also the use of pompous sounding names of dishes, especially when the cost of their preparation is not known, for they often lead

to confusion and disappointment. The names of high-standing personalities, well-known towns, countries noted for their cooking, etc., are applied in connection with a great many dishes; the French cuisine especially has the names given to dishes in honour of men who gained their celebrity either by their talent as sovereigns, diplomats, statesmen, soldiers, artists, or who have distinguished themselves by their gastronomic or epicurean merits. Hence we have such names in connection with certain dishes as Lueullus, Savarin, Louis XV., Soubise, Richelieu, Carême, Maintenon, Condé, Colbert, Villeray, Talleyrand, Nesselrode, Demidoff, Vatel, Marie-Louise, Montglas, Victoria, Napoleon, and others of like fame.

CHAPTER VI

SPECIMEN MENUS

All prices and values given in the following pages are pre-war prices, post-war prices being useless for comparison, on account of their constantly fluctuating character.

TABLE D'HÔTE MENUS		4s. per head
DÉJEUNER—LUNCHEON MENUS		Éperlans frits au Citron. Ris de Veau Financière. Tournedos Maître d'Hôtel. Pommes Julienne. Salade. Beignets de Pommes. Fromage.
3s. 6d. per head		Épinards au Jus. Flans de Cerises. Fromage et Beurre.
3s. per head		Risotto aux Foies de Volaille. Escalopes de Veau panées. Petits Pois au Beurre. Pommes sautées. Pouding de Semoule. Fromage et Beurre.
2s. 6d. per head		Œufs pochés sur Croûtons. Côtes de Porc à la Strasbourgeoise. Pommes purée. Pouding aux Pommes. Fromage et Beurre.
3s. 6d. per head		Hors-d'Œuvre. Poulet sauté à la Duchesse. Œufs à la Tripe. Choux de Bruxelles. Cailles rôties. Salade de Saison. Paupiettes de Pommes. Dessert.
5s. per head		Mayonnaise de Poisson. Chateaubriand à la Bordelaise. Pommes paille. Épinards au Jus. Salade. Fromage. Fruits.
5s. per head		Huîtres gratinées. Noisettes de Mouton. Pommes de terre rôties. Poulet au Riz. Chou de Mer au Beurre fondu. Glace Hanovaire. Dessert.

CATERING MANAGEMENT

LUNCHEON MENUS IN FRENCH AND ENGLISH

Œufs brouillés à la Tomate.	Consommé de Volaille à la Royale.
Tranches de Saumons	Turbot, Sauce Hollandaise.
Grillés à la Maître d'Hôtel.	Aloyau à la Jardinière.
Pommes de terre Hollandaise.	Chou-fleur à la Polonaise.
Poulet en Casserole.	Glace aux Abricots.
Haricots Verts sautés au Beurre.	Pâtisserie. Dessert.
Flan aux Cerises.	
Scrambled Eggs with Tomatoes.	Potage Saint-Germain.
Salmon Steaks with	Perches à la Meunière.
Parsley Butter.	Volaille poêlée à la Bruxelloise.
Dutch Potatoes.	Haricots verts sautés.
Chicken en Casserole.	Pouding au Citrons, Sauce Crème.
French Beans tossed in Butter.	Dessert.
French Cherry Tart.	
Caviar aux Blinis.	Consommé à la Julienne.
Consommé en Tasses.	Filet de Merlan Tyrolienne.
Filets de Volaille en Papillotte.	Gigot de Pré-salé à la Bretonne.
Asperges en Branches.	Épinards aux Fleurons.
Sauce Mousseuse.	Timbale de fruit Napoléon.
Bananes glacées aux fraises.	Dessert.
Biscuits Sablets.	
Caviare with Russian Pancakes.	Spring
Clear Soup in Cups.	5s. per head
Fillets of Chicken.	Consommé aux Quenelles.
Asparagus.	Saumon bouilli, Sauce Hollandaise.
Mousseline Sauce.	Pommes nature.
Bananas with Strawberry Ice.	Poulet à la Fermière.
Sandy Biscuits.	Salade de Saison.
DINNER MENUS	Asperges en branches, Sauce Mousseline.
Consommé Celéstine.	Glace Mocca.
Soles à la Colbert.	Pâtisserie. Fruits.
Poulet sautée Marengo.	
Topinambours à la Crème.	5s. per head
Crème de Bananes.	Consommé Tapioca.
Fruits et Dessert.	Truite à la Meunière.
Potage Orge perlée.	Pommes nature.
Raie au Beurre Noir.	Fricandeau de Veau aux primeurs.
Longe de Veau aux nouilles.	Salade de Saison.
Céleris en branches demi-glace.	Carottes nouvelles à la Crème.
Caneton rôti à la Broche.	Riz à la Condé.
Salade.	Sauce Abricots. Fruits.
Savarins à la Parisienne.	
Dessert.	5s. per head
	Consommé à la Tortue.
	Merlans frîls au Citron.
	Bœuf braisé à la Ménagère.
	Sauce Raifort, Airelles rouges.
	Chicorée à la demi-glace.
	Volaille à la Broche.
	Salade de Saison.
	Pouding Parisienne. Fruits.

SPECIMEN MENUS

29

10s. per head

Consoommé à l'Imperiale.
Truites au bleu,
Beurre d'Issigny.
Cailles à la Souvaroff.
Parfait de Foie Gras de Strasbourg.
Selle de Pré-salé à la Moderne.
Punch Romaine.
Dindonneaux Truffés.
Salade de Laitue.
Asperges, Sauce Hollandaise.
Langoustes en Belle Vue,
Sauce Corail.
Paniers de Fruits en glace.
Gâteau Palmier.
Fruits et Dessert.
Café.

February

Potages.

Consommé à l'Olga.
Purée de Nemrod.

Poisson

Truite à la Cleopâtre.

Entrées

Petites Bouchées à la Reine.
Filets mignons à la Savarin.

Relevé

Gigot de Mouton rôti.
Choux-fleurs à la Polonaise.
Pommes Dauphine.

Rôti

Poulardes de Surrey rôties.
Salade de Saison.

Entremets

Beignets d'Oranges.
Éclairs au Chocolat.
Dessert.

Potages

Consommé Chiffonade.
Purée à la Demidoff.

Poisson

Filets de Sole à la Cardinale.

Entrée

Poulet sauté à l'Archiduc.

Relevé

Selle d'Agneau, Sauce Menthe.
Épinards au Jus. Pommes Duchesse.

Rôti

Faisans rôtis.
Salade de Saison.

Entremets

Petit Timbales à la Pompadour.
Mousse au Kirsch.
Dessert.

PRIVATE LUNCHEON MENUS

Consommé à l'Impératrice.

Sole frite, Sauce Ravigote.

Noisette de Pré-salé Rachel.

Poularde.

Jambon d'York à la Gelée.

Langue écarlate.

Poularde Souillé.

Cœur de Laitue.

Vacherin Chantilly.

Compôte de Poires.

Petits Fours.

Dessert.

Café.

Hors-d'Œuvre variés.

Spaghetti à la Sicilienne.

Poitrine de Veau farcie Ménagère.

Épinards en branche.

Gounnes au Four.

Jambon de Prague à la Gelée de Porto.

Cœur de Romaine.

Fraises rafraîchies Romanoff.

Frivolites.

Corbeille de Fruits.

CATERING MANAGEMENT

	Hors-d'Œuvre.	Hors-d'Œuvre riche.
	Œufs pochés Aurore.	Consommé Celestine.
	Coquille de Barbeue Mornay.	Saumon d'Écosse, Crème de Homard.
	Choucroute garnie au Jambon.	Pommes à l'Anglaise.
	Sauté d'Agneau aux Petits Pois.	Ravioli à la Mornay.
	Pommes à la Menthe.	Noisettes de Pré-salé à la Duchesse.
	Macaroni au Fromage.	Asperges à l'Huile.
	Glace aux Bananes.	Caneton d'Aylesbury rôti.
	Pâtisserie Suisse.	Salade de Laitue.
	Fromage.	Mousse Printanière.
		Mignardises.
	Caviar Czarina.	
	Consommé Aurore.	Hors-d'Œuvre.
	Suprême de Sole au Vin Blane.	Clear Royal et Pointes d'Asperges, or
	Laitance Meunière.	Crème Alexandra.
	Chapons de Houdan Maryland.	Saumon froid, Sauce
	Purée de Celéri.	Mayonnaise Antiboise, or
	Mousse de Jambon en Gelée.	Grilled Grayling.
	Selle de Behague à la Broche.	Œufs à la Carême (cold).
	Salade Lorette.	Brochette de Foie de Volaille à l'Anglaise.
	Asperges Verts, Sauce Vierge.	Braised Tongue St. Flour, or
	Pêches Queen Mary.	Tournedos Nelson.
	Feuilles Suchard.	Plat du Jour.
	Pogacs.	Poularde à l'Esuri.
	Corbeille de Fruits.	Roast Beef and Yorkshire Pudding.
		Roast Lamb, Mint Sauce.
		<i>Buffet</i>
		Mashed and New Boiled Potatoes.
		Cabbage. Cauliflower. Peas.
		Cherry Tart.
		Rice à la Trautmannsdorf.
		Bakewell Tart. Ice Cream.
		Cheese.
		<i>July</i>
		Cantaloup Rafraichi.
		Consommé Julienne.
		Crème Portugaise.
		Filets de Sole aux Concombres.
		Curry de Crevettes à l'Indienne.
		Ris de Veau Jardinière.
		Noisette d'Agneau Seigné.
		Haricots Verls. Pommes au Beurre.
		Poularde du Mans à la Broche.
		Salade Romaine.
		Petits Pois Paysanne.
		Pêches Alexandra. Petits Fours.
		Dessert. Café.

July

Oxtail l'Anglaise.
 Saumon d'Écosse,
 Sauce Hollandaise.
 Pommes nature.
 Poule à la Portugaise.
 Petits Pois et Pointes d'Asperges.
 Selle de Chevreuil.
 Sauce Poivrade.
 Salade.
 Glace à la Dame Blanche.
 Pâtisserie.
 Fruits.

Poisson
 Saumon d'Écosse, Sauce au Beurre.
Entrée
 Timbales de Becasse à la Piemontaise.

Relevé
 Selle de Mouton à la Savoyarde.
 Purée de Châtaignes.

Rôti
 Chapon bardé à la Broche.
 Punch Royale.
 Salade des Capucins.

Entremets
 Soufflés à l'Orange.
 Parfait aux Amandes.
 Sablets Viennois.
 Fruits et Dessert.

Tortue Claire.
 Filets de Sole à la Josephine.
 Pigeons en Cocotte.
 Suprême de Volaille.
 Selle d'Agneau rôti. Légumes.
 Caneton. Sauce Orange.
 Chartreuse glacée aux Marrons.
 Anchois à la Rostand.

Huîtres. Tortue Claire.
 Turbot, Sauce Crevettes.
 Faisans à la Souvaroff.
 Selles d'Agneau Jardinière.
 Jambon de Virginie.
 Poule à la Neva.
 Salade de Laitue.
 Asperges, Sauce Hollandaise.
 Poires à la Condé.
 Fondants au Chester. Dessert.

November

Consommé à la St. Hubert.
 Filets de Turbot à la Florentine.
 Ris de Veau braisé au risotto.
 Selle d'Agneau à la Hakon.
 Chicorée au gratin.
 Dinde de Bruxelle rôti.
 Salade Bagration.
 Soufflé aux Pruneaux.
 Fruit et Dessert.

December

Hors-d'œuvre
 Crevettes en Gelée.
Polage
 Consommé Mikado.

SUPPER MENUS

Consommé de Volaille.
 Éperlans à l'Anglaise.
 Rognons grillés Maître d'Hôtel.
 Petits Pois au Beurre.
 Pommes paille.
 Pâté de Poulet et Jambon.
 Salade.
 Glace au Moche. Patisserie.

CATERING MANAGEMENT

Consommé en Tasses.	Filets de Sole à la Cardinal.
Filets de Sole Alexandra.	Aspic de Homard à la Grammont.
Côtelettes d'Agneau au Beurre Noisette.	Suprême de Volaille Marie-Louise.
Petits Pois à l'Anglaise.	Oeufs farcies en Aspic.
Cailles glacées à la Toulonnaise.	Chaudfroid de Cailles en Belle Vue.
Suprême de Volaille Jeannette.	Pain de Foie Gras en Aspic.
Mousse d'Écrevisses.	Dindon rôti.
Salade Mignonne.	Poulardes à la Stanley.
Pêches et Fraises Ste. Alliance.	Poulet rôti. Faisans rôti.
Friandises.	Jambon d'York à la Gelée.
 	Langue de Bœuf.
Caviar.	Salade de Tomates.
Consommé Madrilène.	Corne d'Abondance aux Fruits.
Filet de Sole Oriental.	Gâteau Napolitaine.
Chapon aux Truffes.	Gelée au Marasquin.
Cailles Bohémiennes.	Chartreuse de Bananes.
Pâté de Foie Gras.	Charlotte à la Vanille.
Salade d'Asperges.	Crème Rubanée.
Pêches Melba. Friandises.	Meringnes à la Chantilly.
 	Petits Fours. Dessert.
Velouté Marie-Lonise.	<i>Au Depart</i>
Nouilles au gralin.	Consommé de Volaille.
Escalopes de Veau.	Os à la Diable.
Purée de Pois verts. Salade.	Langouste à la Parisienne.
Compôte de Fruit.	Canapés variés.
Crème aux Amandes.	Jambon d'York, Sauce Cumberland.
 	Galantine de Volaille.
Crème d'Avoine.	Filet de Bœuf, Sauce Tartare.
Omelette aux Fines Herbes.	Foie Gras à la Favorite.
Jambon braisé au Madère.	Poulardes rôtis froids.
Épinards à la Crème.	Faisan rôti froid.
Salade de Fruits panachés.	Corbeilles de Chocolat aux Fruits glacés.
Pâtisserie.	Dessert.
 	<i>Sandwiches</i>
BALL SUPPER MENUS	Langue.
Mayonnaise of Fish.	Jambon.
Soles in Aspic. Whitebait in Cases.	Foie Gras à la Regenée.
Lobsler Patties.	Aux Oeufs et Cressons.
Chaudfroid of Chickens.	
Roast Chickens. Roast Ducks.	Thé. Café.
Galantine of Turkey. York Ham.	Brown and White Bread and Butter.
Ox Tongue. Sandwiches.	Gateaux Variés.
Trifle. Fruit Salad.	Pâtisserie Française.
Meringues. Jelly Panachée.	Bisemps Assortis.
Strawberry Soufflé.	Petits Fours.
Chocolate Cream Ice.	Fruits Assortis.
Strawberry Water Ice.	
Croutés of Foie Gras.	
Olives à la Lueullus.	
Salted Almonds. Soup.	

SPECIMEN MENUS

33

Glaces

- Eau de Citron.
- Crème de Fraises et à la Vanille.
- Lemonade.
- Aerated Waters.
- Claret Cup.

- Consommé en Tasse.
- Mayonnaise de Saumon.
- Chaudfroid de Faisans à la Lescelles.
- Mousse de Jambon aux Truffes.
- Medaillons de Pigeon en Aspic.
- Dinde rôti. Jambon d'York.
- Poulet rôti au Cresson.
- Langue de Bœuf à la Gelée.
- Galantine de Veau aux Pistaches.
- Salade Française.
- Salade de Tomates.
- Gelée aux Citron.
- Gelée à la Dantzig.
- Crème l'Impératrice.
- Charlotte d'Abricots.
- Salade de Fruit.
- Trifle à l'Écossaise.
- Meringues à la Chantilly.
- Dessert. Bonbons.
- Amandes Salées.

Buffet

- Thé. Café. Café glacé.
- Eaux Minérales glacés.
- Fruits glacés. Bonbons.
- Petites Pâtisseries Parisiennes.
- Sandwiches Assortis.

Potage

- Consommé en Tasse.

Entrees

- Suprême de Sole à la Robert.
- Filet de Canard Tivolier.
- Aspic de Foie Gras à la Cotillon.
- Cotelettes de Cailles à la Victoria.

Relevés

- Dindonneau truffé.
- Ronde de Bœuf à la Derby.
- Poularde de Surrey au Cresson.
- Jambon de York braisé.
- Terrine de Faisan à l'Essenee.
- Langue de Bœuf à l'Epicerie.
- Galantine de Volaille.
- Salade de Saison.

Entremets

- Gelée aux Fruits du Midi.
- Charlotte à l'Impératrice.
- Poires glacés à la Cardinale.
- Gaufrettes Suisses.
- Poulet grillé à la Diable.

Caviar de Sterlet sur la Neige.

- Œufs de Pluvier au Nid.
- Tortue Claire des Indes.
- Crème Argentine.
- Truite Saumonée au Court-Bouillon,
- Sauce Divine.
- Cailles d'Egypte à la Souvaroff.
- Jambonneau en Surprise.
- Selle d'Augeau de Southdown à la Judie.
- Gobelets de Monastère.
- Caneton de Rouen,
- Sauce Rouennaise.
- Salade.
- Homard à la Bagration.
- Asperges d'Argenteuil au Beurre d'Isigny.
- Fraises rafraîchies au Royal Portl.
- Biscuit glacé Marie Antoinette.
- Corbeilles de Friandises.
- Tartelettes Suisses.
- Dessert.
- Café.

OUTDOOR CATERING

Refreshments

For Afternoon Weddings, Musica Soirées, Conversazioni, Juvenile Balls, Cinderella Dances, etc.

CATERING MANAGEMENT

MENU

Tea and Coffee.
White and Brown Bread and Butter.

Strawberry Cream Ice.
Vanilla Cream Ice.
Lemon Water Ice.

Iced Lemonade.
Iced Claret Cup.

Meringue Fingers, Tennis, Madeira, and Pound Cakes, Rock Cakes, Sponge Cakes, Queen Cakes, Savoy Fingers, Macaroons, Cassolettes, Coconut Biscuits.

Sandwiches

Salmon and Cucumber, Ham, Tongue, Foie Gras, Anchovy, Egg and Cress, Potted Chicken and Ham.

Bouchées des Dames.
Petits Fours.
Genoise glacé.
Marrons glacés.
Chocolate Nougat.
Chocolate Fondants.
Meringues à la Crème.
Noyeau Jellies.
Lemon Jellies.

Mineral Waters.

Dessert.

Estimates for a menu as above should include hire of buffet tables, table linen, table ornaments, plate, china, glass, cutlery, as well as attendance.

The average price for above menu would be from 3s. 6d. to 5s. per head, according to the number of guests to be provided for.

Minimum number of guests, 50 at the higher price, and 100 at the lower price.

Refreshments

For Afternoon Weddings, Musical Soirées, Conversaziones, Juvenile Balls, Cinderella Dances, etc.

MENU

Thé. Café.
Pain blanc et Bis et Beurre.

Tartines

de Foie Gras, de Jambon, de Homard, d'Anchois, de Langue de Boeuf, à la Reine, aux Œufs et au Cresson.

Entrées Froides

Médaillons de Volaille glacés.
Timbales de Homard en Aspic.
Crème de Crevettes à la Gelée.

Gâteaux et Pâtisserie

Gâteaux Trois Frères.
Bouchées à la Crème.
Gateau Napolitaine.
Génoise glacé à la Marquise.
Marrons glacés. Chocolat Pralines.
Pompadours à la Vanille.
Gelée au Parfait d'Amour.
Bavarois aux Fraises.
Dâmes d'Honneur.
Darioles à la Reine.
Macédoine de Fruits.
Charlotte à la Chantilly.

Glaces

Crème aux Fraises. Crème à la Vanille.
Citron à l'Eau.

Granite au Moka. Granite au Citron.

Dessert

Au Départ
Consommé de Volaille.

Estimates for menu as above should include hire of buffet tables, table linen, table ornaments, plate, china, glass, cutlery, as well as attendance.

The average price for above menu would be from 5s. to 6s. 6d. per head, according to the number of guests to be provided for.

Minimum number of guests, 50 at 6s. 6d.

Cold Collation

Suitable for Opening of Public Institutions, Launching of Ships, etc.

MENU

Roast Chicken and Ham.
Roast Turkey.
Roast Rib of Beef,
Horseradish, Cream Sauce.
Roast Quarter of Lamb,
Mint Sauce.
Pressed Beef à la Gelée.
York Ham.
Ox Tongues.
Veal and Ham Pie.
Pigeon Pie.
French Salad, Russian Salad, Tomato Salad.
French Fruit Tarts.
Raspberry and Red Currant Pies.
Baked Custard.
Trifle with Cream.
Maids of Honour.

Cheddar.
Gorgonzola.
Gruyère.
Butter.
Watercress.
Biscuits.

Estimates for menu as above should include hire of all plate, glass, china, cutlery, and waiters' attendance.

The average price for above menu would be from 7s. to 8s. per head, according to the number of guests to be provided for.

Minimum number of guests, 50 at 8s. per head.

Cold Collation

Suitable for Opening of Public Institutions, Launching of Ships, etc.

MENU

Boar's Head à la Chasseur.
Roast Chicken.
Chaudfroid of Chicken.
Oyster Patties.
Turkey, Boned and Stuffed.
Pigeon Pie à l'Anglaise.
French Game Pie.
Mayonnaise of Chicken.
Ox Tongue. Ham on Salad.
Galantine of Veal with Truffles.
French Salad.
Stuffed Shoulder of Lamb à l'Anglaise.
Roast Lamb and Mint Sauce.
Braised Beef.
Green Peas à la Gelée de Menthe.
Lettuce Salad.
Lobster Salad en Belle Vue.

Napolitaine à la Royale.
Orange Jelly.
Raspberry Cream.
Suédoise aux Millefruits.
Russian Jellies. Meringues à la Crème.
St. Cloud Pudding.
Fruit Pie.
Vanilla Custard.
Apricot Dartois.
Genoise Pastry.
Assorted Swiss Pastries.

Cheese and Celery.

Dessert.

Estimates for menu as above should include hire of all plate, glass, china, cutlery, and waiters' attendance.

The average price for above menu would be from 8s. 6d. to 10s. per head, according to the number of guests to be provided for.

Minimum number of guests, 50 at 10s. per head.

CATERING MANAGEMENT

Light Buffet Supper

Including light refreshments to be served during the evening.

MENU

Oyster Patties.
Lobster Bouchées.
Stuffed Turkey à la Française.
Roast Chicken and Tongue.
Mayonnaise of Chicken.
Braised Ham au Madère.
Sandwiches Variés.
Foie Gras Sandwiches.
Aspic of Prawns.
French Salad.

Lemon and Orange Jellies.

Swiss Pastry.
Blanmange.
Maraschino Jelly.
Maids of Honour.
Strawberry Cream.
Bouchées de Dames.

Dessert.

Refreshment Table

Strawberry Cream Ice.
Lemon Water Ice.
Wafers.
White and Brown Bread and Butter.
Tea.
Coffee.
Cakes.
Biscuits.
Lemonade.
Orangeade.
Mineral Waters.

Consommé en Tasses (on leaving).

Estimates for menu as above should include hire of table linen, plate, glass, cutlery, and attendance.

Price for above menu would be from 6s. to 7s. per head, according to the number of guests to be provided for.

Minimum number of guests, 100 at 7s. per head.

Buffet Ball Supper

Including light refreshments to be served during the evening.

(Buffet and round tables, or sit down.)

MENU

Mayonnaise de Homard.
, Fillets of Sole.
Dinde farcié à la Française.
Poulet rôti.
Faisan rôti.
Chapon à la Royale.
Langue de Bœuf.
Jambon braisé.
Galantine de Volaille aux Truffés.
Pâté de Pigeon à l'Anglaise.
Salade Française.
Bouchées à la Reine.
Salade de Quatres Saisons.
Bœuf braisé à la Gelée.

Trifles à l'Anglaise.
Crème aux Fraises.
Gelée au Citron.
Crème d'Ananas.
Meringues à la Chantilly.
Gelée au Noyau.
Gateau à la Royale.
Pâtisserie Suisse.
Eclairs au Chocolat.
Petits Fours.

Dessert.

Estimates for menu as above should include hire of table linen, plate, china, glass, cutlery, and attendance.

Price for above menu would be from 6s. to 8s. per head, according to the number of guests to be provided for.

Minimum number of guests, 50 at 8s. per head.

Luncheon and Tea

Suitable for Picnics, Race Meetings,
Boating Parties, etc.

MENU OF LUNCHEON

Roast Chicken and Watercress.
Ox Tongue à l'Anglaise.
Veal and Ham Pie.
Roast Lamb and Mint Sauce.
French Pigeon Pie.
Salad.

Lemon Jellies. Queen Cakes.
Assorted Pastry.

Rolls. Cheese. Butter.

TEA

White and Brown Bread and Butter.
Balmoral Cake.
Sultana and Madeira Cake.
Biscuits.

Estimates for above should include
hire of all table linen, plate, china, and
glass that may be required.

The approximate price would be
from 7s. 6d. to 8s. 6d. per head, accord-
ing to the number of guests to be pro-
vided for.

Minimum number of guests, 20 at
8s. 6d. per head.

Luncheon and Tea

Suitable for Picnics, Race Meetings
Boating Parties, etc.

MENU OF LUNCHEON

Mayonnaise of Salmon à la Reine.
Roast Chicken. Ox Tongue à la Gelée.
Veal and Ham Pie à l'Anglaise.
Braised Ham à la Madère.
Roast Lamb and Mint Sauce.
Salad à la Française.
Tomato and Radish Salad.

Orange Jelly. Pineapple Cream.
Suédoise of Fruit. Genoise glacé.
Maids of Honour à la Richmond.
Petits Fours.

TEA

White and Brown Bread and Butter.
Tennis Cake. Almond Tartlets.
Sponge Fingers. Fancy Biscuits.

Estimates for above should include
hire of all table linen, plate, china, and
glass that may be required.

The approximate price would be from
8s. 6d. to 9s. 6d. per head, according to
the number of guests to be provided
for.

Minimum number of guests, 20 at
9s. 6d. per head.

CHAPTER VII

MANAGEMENT OF PRIVATE HOTELS AND BOARDING-HOUSES

Seasonal Boarding-houses

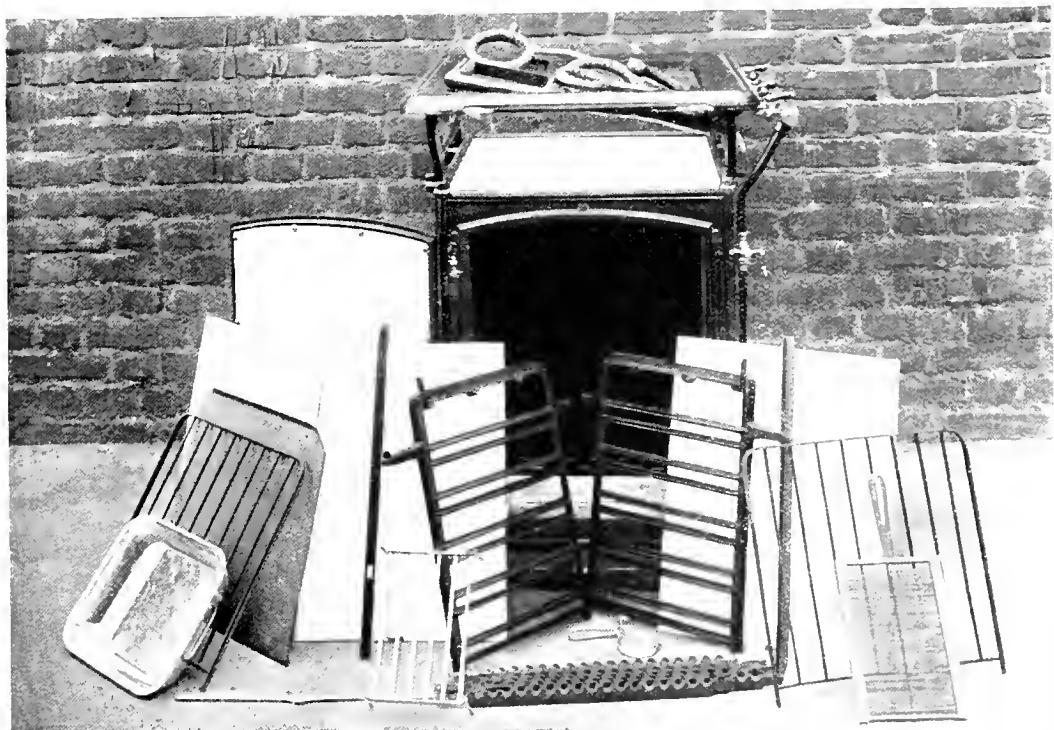
MANY private hotels, as well as boarding-houses, are the outcome of a modest start made by a husband and wife, or by two or three people who have only a little capital to invest. There are, indeed, innumerable instances where one can point to a present day flourishing institution which has been built up from the most modest of efforts. It is merely a matter of management—that is, the choice of a place has been a wise one. The most comfortably equipped establishment will fail if it is situated in a place which has neither a measure of popularity nor the possibility of ever attaining favour with visitors.

Seaside, holiday and other seasonal resorts offer the greatest scope for persons with small means, as rents and other expenses are usually on a lower scale. As against this, there is the bigger elements of uncertainty than when embarking on the business in a large town.

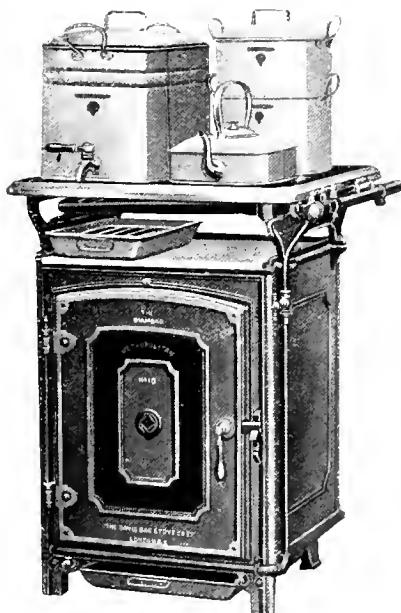
The coasts of the United Kingdom offer such a bewildering number of delectable spots that choice, if choice were simply objective, would be extremely difficult. Fortunately, that extreme difficulty does not exist in practice. No one whose life has been spent, for instance, in the south of England, would expect to make a success of a new boarding-house in such a *terra incognita*—to him or her—as the Western Highlands of Scotland. Nor would one familiar, in a subordinate capacity, with hotel life in Donegal or Connemara engage without premeditation in the struggle for pre-eminence among boarding-houses at, say, Great Yarmouth. Each naturally selects a local habitation in a town or district with whose manners and customs he is tolerably familiar, and where he has little out of the ordinary to learn before settling down to the reality of business. The boarding-house, like an hotel, is common practically to all of them; and the boarding-house instinct, or genius, is equally widely distributed.

Choice of Situation

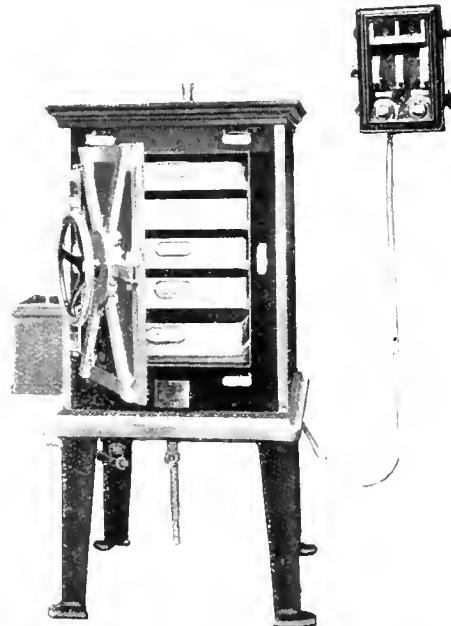
The choice of actual situation within a given town or district is also a matter requiring some careful consideration. There are undoubtedly some sites which are about as unsuitable for the purpose as could well be imagined. Naturally, the situation should be such as is pleasing to the eye, and not unduly taxing to the physical powers of prospective boarders. For the rest, the familiar advertising phrases sufficiently tell the tale; proximity to the sea, cliffs, beach, pier, railway station, business or pleasure centre. Each has its value, and each must be



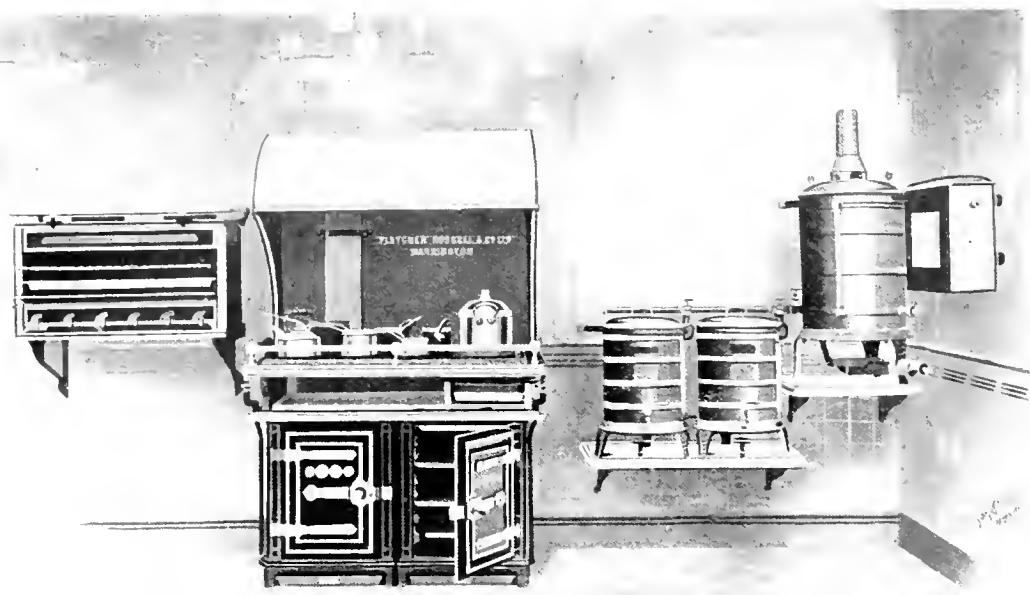
GAS STOVE FOR BOARDING HOUSE
OR CAFÉ—DISMANTLED.



GAS COOKER FOR
SMALL BOARDING HOUSE.



ELECTRIC POTATO COOKER.



A TYPICAL SUITE OF COOKING APPARATUS.

Suitable for small restaurants, tea rooms, etc. It consists of a double-oven range, with hot-plate and hood; a 3-ft. griller; a 15-gallon water boiler, with gauge glass and self-supplying cistern to supply the two 10-gallon urns with hot water. The urns are fitted with gas burners underneath.



weighed against the others when the selection is being made. Then there is the view from the principal windows—if it happens to include groves of chimneys or blank masses of wall space, it is scarcely likely to create the favourable impression which could reasonably be expected from a judicious combination of sea, sky and foliage.

Let us suppose that we have secured our house, in a pleasant road, in some watering-place between, say, Margate and Littlehampton ; or, farther west, somewhere along the broad sweeps of the Dorset and Devon coasts. We are prepared to cater for a dozen people—a very modest beginning. Perhaps by dint of a little arrangement, we could manage to accommodate fifteen or sixteen. It is Easter, and having done some judicious advertising in the right places, we have secured just six week-enders. Two more—young men on a long walk—these come in for a couple of days, attracted by the gilt letter sign displayed. Eight guests all told ! By Wednesday of Easter week the last has gone, and we see no more until Whitsuntide. Not quite that, though. A fortnight before Whitsun an old lady with her young girl companion, relatives of one of our Easter guests, joins us for a month's stay after an illness. Whitsuntide—we have advertised again, of course—sees us quite brisk. There are fourteen sleeping, eighteen dining. Following comes a period of six weeks with not a single soul in the house—except ourselves ! Then we have two months of fair business—not full up, but things going on well, the house ringing with merry laughter, and a general air of well-being settling on the furniture, and on the face of *la patronne*. After that a dwindling away, and finally the complete disappearance of guests for, as it seems, months and months and months.

This is not altogether a fancy picture, but is based on the actual experience of many who have fought and won, who have built up a reputation and a connection which has meant subsequently a very good living and a little over. But at first things are apt to be disappointing, and the long, dull winter—unless one happens to be in a double-season place—is especially trying to one's hopes. This all goes to show how necessary it is to have *a reserve of capital*—something on which to subsist while the necessary process of connection-building is going on. A great many boarding-house keepers come to grief on this rock of reserve capital—if so mixed a metaphor can be allowed. They underestimate the time it will take to develop business sufficiently to cover expenses and make a decent living, and disaster is the natural consequence. Cause and effect, too, are often curiously intermingled. Disappointment at poor results is reflected in the manner of the house-mistress perhaps, and the few boarders carry away with them quite the wrong kind of impression—to the discouragement of extended business.

Our mistakes are, however, only stepping-stones. The best men and the best women in the world have made mistakes. There is no special sin in making mistakes as long as we profit by them ; and the far-seeing man or woman who embarks on a boarding-house venture can profit by the mistakes of others as well as by his or her own. By dint of perseverance

the corner is turned, and thereafter a steady hand on the steering-wheel keeps things going as they should. Natural expansion does the rest, and in a few years the modest little establishment has spread, perhaps, halfway along the terrace, and threatens to spread still more.

Furnishing

The furniture for boarding-house use should be good, strong and substantial, for it need hardly be said that frail and cheap furniture is wholly unsuitable for the heavy duty inseparable from boarding-house work. So-called cheap furniture, therefore, is out of the question. It is much better for the rooms of a high-class boarding establishment to be equipped with a small quantity of really good furniture, than to have valuable space occupied by a lot of cheap stuff which continually gets in the way of visitors and only serves its purpose in a profoundly unsatisfactory way. For instance, take a chair, which after a short life as a cheap new article, develops an ominous creak whenever called into use, or which gives the sitter a momentary unpleasant sensation of insecurity. It creates a distinctly bad impression, and reflects no credit on the proprietor.

A great thing is to have a clear idea of one's objective, of what one is aiming at in the important matter of furniture and equipment, and then to work steadily towards its fulfilment. In the slack times of the year a little wise expenditure of time and money at auction sales on good second-hand furniture, table appointments, and the like may often be the way to supply a particularly urgent need. At most seaside towns there is a considerable business of this kind, and sagacity on the part of a buyer stands a fair chance of reaping its due reward. It should not take long to learn how to discriminate between the purchase of furniture which is merely ornamental and perhaps superfluous. On the other hand, the far-seeing boarding-house keeper should know how to anticipate and prepare for developments, as well as satisfying actual and immediate needs.

The Dining-room

The dining-room is naturally the most important room in the house. With regard to the central feature of this room, the table, there is some diversity of opinion. A number of boarding-houses, approximating to the hotel in character, give preference to a number of comparatively small separate tables, while others—and these the large majority of boarding-houses proper—preserve the idea of the single family table, often presided over by the mistress of the establishment. Here again it is absurd to lay down hard and fast rules, as a great deal depends on local custom, and on the particular social strata from which one's boarders are drawn. But the typical boarding-house is certainly that partaking more of the family, less of the hotel character. A useful plan which combines something of both styles is that of the family table sufficiently capacious for normal periods, with supplementary small tables placed

in the corners and embrasures to accommodate the more numerous guests of "rush" periods like Bank Holiday week-ends.

The Drawing-room

The drawing-room or salon is just as naturally the place where ornament and decoration find their province. It should be made as comfortable and attractive as possible, always bearing in mind the necessity of avoiding over-elaboration, which may make some of the boarders rather chary of using that which is intended for their use, besides not being good taste. A good piano is practically an indispensable feature. It need hardly be said that tobacco should be kept rigorously out of this apartment, a separate room, simply but suitably furnished being dedicated to smokers. The smoke-room should not, however, be placed a thousand miles from anywhere. It should be readily accessible, and if possible, contiguous to the other rooms intended for common use. In larger houses, the billiard-room, equipped with a regular, though, perhaps, a small, billiard-table, may serve the purpose of smoke-room as well as its own proper purpose; and in smaller houses the two things can sometimes be suitably combined by fitting up an ordinary table with the inexpensive cloth and billiard fittings to be obtained at the local sports outfitter's. It is surprising how popular a room of this kind may become on wet or unsatisfactory days.

The equipment of the bedrooms is in itself so big a subject that it is only possible to give it brief mention, and leave the rest to the good judgment of the proprietors. The first essentials are the most absolute cleanliness, the most rigid devotion to a high standard, and the most liberal use of clean linen and fresh air.

Catering

If one's boarding-house is spoken of as a place where the cooking "is very good indeed," then the success of the establishment is more than half assured. Good cooking is the biggest secret of success, for it is well to keep always before one's mind that the visitors expect a great deal from their hosts, and in holiday resorts that they are away from their homes for the benefit of a change of air. This latter is invariably accompanied by good appetite, and if you provide your visitors with good and well-cooked food, you can rely upon their re-visits and recommendations.

This question of cooking is by far the most important. Such factors as charm of situation, convenience of access, beauty of view, are all of consequence, and yet all fade into comparative insignificance beside this fundamental item of *cuisine*.

The first essential, then, is that the prospective boarding-house mistress should understand and appreciate good cooking. This is necessary primarily because in many cases during the early stages the house-mistress will have to be her own cook. And even, when, later on, development makes this no longer possible, the possession of first-hand

knowledge and practical experience of how things should be done will be of inestimable value to the cook's mistress when she is assisted in the kitchen by a helper whose special province will be food preparation. We have a proverb which says that if you want a thing done well you must do it yourself ; and though this may not be of universal application, it is certainly a decided advantage to know just how a thing should be done. That is not to say that the proprietor (mistress) whose house is extending and business increasing will need frequently to interfere with her professional helper in the kitchen. But the mistress who herself is thoroughly acquainted with the art of cookery is far more likely to secure the best possible service from her assistants in this department than is her competitor who merely takes a superficial interest in these matters.

It is a mistake to suppose that there is any need for elaborate ornamentation of dishes in boarding-house *cuisine*. The tendency should be undoubtedly in the direction of simplicity, and as to what is to be regarded as simplicity will depend on the kind of boarders attracted to one's table. Food well cooked and served in an attractive manner is appreciated by all, whereas elaborately decorated and highly seasoned dishes only appeal to quite a small number of people. No one, for instance, would confuse the style of the formerly celebrated " Lambs " of Great Yarmouth with that of the staid and highly-respectable, middle-aged folk one expects to meet at some of our quieter watering-places, nor with that of the numerous invalids one encounters at places like Bournemouth and Ventnor. But the amenities of the table and the refinements of the *cuisine* will vary from time to time and place to place, according to the style and standard of the establishment. Common sense and tact, and a keen perception of the likes and dislikes of one's guests are invaluable qualities in the successful boarding-house keeper, and are more likely to assure success than the indiscriminate selections from long memorised lists of dishes and recipes.

The Domestic Staff

The prospective boarding-house keeper has often to start out single-handed, or with only such help as may be furnished by members of his family (if any), or other near relatives who may be resident in the house at the stage of primary development. But it is indisputable that a better effect is created in the minds of boarders, and increased profitable business is encouraged, as soon as development has proceeded far enough to justify the employment of some one or more persons by way of staff : even though the one person may be only a diminutive " Boots."

In the majority of cases the heavier and more laborious work of a boarding-house is undertaken by a male non-resident worker. But this is rather the exception than the rule, though there are those who declare their preference for men in connection with some forms of domestic work. The more general practice is to develop the domestic staff in the other direction, by engaging a young lady whose duties, while manifold and calling both for industrious application and for capable supervision, are

more especially those which bring her into close personal touch with visitors. If she is the right kind of maid, she will have the interest of the house at heart, and will, consciously and unconsciously, do much to meet the wishes and study the comfort of visitors, and so maintain the reputation of the establishment as an altogether satisfactory holiday home.

House mistresses should endeavour to give their culinary assistants all reasonable facilities for producing the best results possible for the maintenance of a satisfactory daily menu. The cook should certainly be left free of minor worries, so that he or she can devote all energies to the work of making the cuisine department the brilliant success it ought to be.

The subject of Sundays off, weekdays off, evenings off, and so on is too large a one for anything like detailed treatment, nor is such treatment necessary. The general principles underlying the matter of reasonable time for rest and recreation are sufficiently understood ; and the dearth of servants, and the consequent demand for them, are sufficiently chronic to ensure liberal treatment, as a general rule, for those girls who are not too proud to take service in a boarding-house. The secret of the successful handling of a domestic staff is not one that can be readily disclosed in a few lines of printers' type ; but the mistress whose attitude is really sympathetic, who sometimes puts herself (in thought) in the maid's place, is probably in a fair way to secure possession of the secret, and consequently the best possible in the matter of service. As a rule, the larger the establishment and the staff, the more easily are competent assistants secured, and their reasonable expectations as regards "off times" granted.

Sports and Pastimes

There are very many keepers of boarding-houses who never have occasion—as, indeed, they scarcely ever have opportunity—to concern themselves over much with sports and pastimes. But, on the other hand, there are not a few boarding establishments whose very *raison d'être* is to be found in the local development of some one or more of the popular forms of sport or recreation. Facilities for indoor and outdoor recreations in connection with boarding-houses in the suburbs of London and other business towns are always a powerful draw in attracting regular guests. As for the country, the mention of the growingly popular game of golf calls to mind numerous examples of boarding-houses which depend for a large share of their business on the lovers of the gentle art of putting and teeing. We do not suggest that it is therefore desirable for the boarding-house keeper with limited working capital to embark on an enterprise to provide extensive and attractive golf-links in his own back garden—that would be to come from the sublime to the ridiculous. But the point to be borne in mind is that where something of the kind is already in existence, its business-promoting possibilities, its advertising value, should not be lost sight of ; the connection between one's establishment and the local opportunities

for recreation should be emphasised rather than, as is sometimes the case, completely ignored ; the golfing idea, or whatever else it may be, should be assiduously cultivated ; and such trifles as golfing magazines or other sports books should be provided. The only danger is that this sort of thing, once started, may be rather overdone, and what may be called "a one-eyed show" be produced as a result. To prevent this a boarding-house keeper must possess that pearl beyond price—a sense of proportion.

Lawn tennis is a thing which comes closer home, and where there is sufficient space for it, it is an added attraction to have a tennis-court on the premises. Not, indeed, that boarders always want to be hanging about the place—usually it is quite the reverse. But it not infrequently happens that they have for the moment exhausted their programme of excursions, or there is insufficient time for the particular jaunt they had set their minds upon. Put racquets into their hands and they are completely happy for an hour or two. The same remark applies to croquet, bowls, etc.

There are many other things besides a tennis outfit which naturally occur to one as serving a useful purpose and playing an acceptable part in the sports equipment of many popular boarding-houses. It is, however, unnecessary to enumerate them all. The underlying principle is the same throughout ; anything which conduces to the happiness and enjoyment of the boarders spells good business, and good business should be the keynote of the establishment.

The most popular indoor recreation is provided by the billiard-table. But billiard-tables, even small ones, are expensive items—supposing there is room for such things. Sports outfitters, however, are prepared to provide an inexpensive substitute. For a surprisingly small outlay an ordinary deal table can be fixed up with cloth, pockets, and cushions which, while not comparing with the real article, will yield many an hour of enjoyable sport to not too fastidious amateurs. Such an article of equipment, where rooms are few, and space is precious, can very well share the smokers' den. Tobacco and billiards go well together.

The organising of drives and picnics, boating excursions, and the like is another department of business undertaken by many boarding-house keepers. In big towns and populous places, this sort of thing is perhaps best left to the tourist agencies, or to the local carriage proprietors, the boatmen, etc. In fact, the man or woman who is running, single-handed or short-handed, a small boarding-house will have little or no superfluous energy or time for the organising of great expeditions. All the same, there are many places where, as in the Killarney district, the owners of boarding-houses and private hotels more or less remote from the "town" undertake the provision of carts, boats, and ponies for those of their boarders who care to join on any particular day the parties made up for the lakes and the mountains. Similarly, the management of the Polytechnic chalets, on the shore of the Lake of the Four Cantons, in beautiful Switzerland, has to take account of daily excursions arranged for the benefit of visitors. But these things are done on the big scale, so

big, indeed, that there is little or no comparison to be made between it and that of the small individual whom we are more especially considering.

Boarding-houses Generally

There are three broad classes of boarding-houses. Those in London and other large towns run somewhat on the lines of private hotels for more or less transient guests. Those also in business towns run for more permanent residents, either students, people in business, or independent persons with small incomes. Thirdly, those establishments for young men or women of the lower middle classes working in offices or shops.

Of the first group we find by far the greater number in London, especially in Bloomsbury, round about Notting Hill Gate, Bayswater and South Kensington. They vary from a fair-sized house with perhaps three public sitting-rooms, half a dozen bedrooms for guests and domestic offices, to large mansions, or more usually a number of adjacent houses remodelled to permit of some form of intercommunication. How far this kind of thing is carried will be gathered from a perusal of the sections on architectural considerations in Vol. 3. At the top of the list are places owned and managed by people of undoubted social position, who have butlers and footmen, or a staff of highly trained maids under a thoroughly competent housekeeper. Few visitors reach such places unless recommended by friends or former guests, or some of the select agencies. The life is an odd mixture of that of a private house and a club. Sleeping accommodation is provided close at hand for ladies' maids and valets, and if the guests are not accompanied by personal servants their duties are performed by the domestics on the staff. Meals are served at separate tables, and breakfasts are served at any time in the private rooms or from 8.30 to 10 in the morning-room. Luncheon is on from 12.45 to 2, tea is a variable and movable feast, dinner is on from 7 to 8.30, and after-theatre supper is always available. Catering is on a decidedly luxurious scale, though the menus are simple, choice provisions and fine cookery being the rule. Prices scale high, rarely less than a guinea a day being charged for single-bed rooms; few extras are charged, though tips are expected to be on a lavish scale.

For such enterprises large capital and good social position are necessary. Usually the host and hostess possess well-developed business faculties, but remain in the background, leaving actual routine management to highly-paid professionals.

Next to these exclusive establishments come the far more numerous class patronised mainly by overseas and country visitors. Many of these boarding-houses are run on semi-specialised lines, attractions being held out to Americans or Colonials; others have a distinctly professional or business clientele. When the proprietor is well known or possesses influence in any given circle, such specialising is wise, as it tends to more steady patronage and greatly simplifies whatever steps towards publicity are taken. In most of these establishments the home-like note is em-

phasised as much as possible, though the host and hostess rarely take any social lead. There are regular hours for meals, which are quite commonly served at one long table, and as far as possible inclusive charges are made. On the other hand, there are many places which are hotels in all but name. They are equipped and run on private hotel lines, with regular office, tariff providing for all kinds of extra service, table d'hôte and à la carte meals, and the usual small hotel staff, including page-boys, "boots" or porter, waiters, etc. The capital involved in some of these enterprises is extensive. Not only do we find from two to half a dozen private houses remodelled to form one establishment, but we may find from two to half a dozen or more establishments in different streets and districts run under one management on precisely identical lines.

Boarding-houses in the Provinces

In the provinces there is less room for these classes of houses outside recognised holiday resorts. However, exception must be made in favour of the business and the theatrical boarding-houses. Most towns of any size can support one or two such establishments, which, while not disdaining casual visitors, depend largely upon a slowly built up reputation among travelling business and theatrical persons. There is often something mid-way between regular boarding-establishments and lodging-houses. These are frequently run on the one hand by widows of commercial travellers, on the other by ladies who have been connected in some capacity or other with the theatrical or variety profession.

Of the second big division there are many grades. It is impossible to lay down rules as to the best situations for boarding-houses catering for business people and the more permanent residents. In London there are good openings for such ventures in every district, central as well as suburban. They naturally vary according to the locality and the class to be attracted. As a rule the capital required for equipment is not large, but there must be a reserve for tiding over "dead seasons." The equipment and routine should be home-like, with this difference, that bedrooms should have some extra pieces of furniture in case they have to be used as sitting-rooms. The drawing-room should be furnished so as to permit of little groups being formed, and although the dining-room will generally be provided with a long table, room should be found for one or more small tables. The hostess usually presides.

Charges are made on two scales : (1) Partial board (bedroom, breakfast and dinner, with usually three meals on Sundays and holidays); (2) full board. Meals are served at regular hours, except by special arrangement, and it is wise to reduce "extras" to the minimum. Success will depend upon personal attention, both as regards household economy and the comfort of individual residents. Much will depend upon the class of establishments as to the social amenities to be provided. In some facilities for music are much appreciated. In others, a billiard-table, lawn tennis and even a dry tennis-court are most useful in attracting boarders.

The work involved is usually arduous, but given from £200 to £1,000 capital and business capacity, a fair living can be made, and often the rewards are exceedingly handsome. Such cases as the following, which came under the writer's personal knowledge, are not at all uncommon. The widow of a professional man finding herself with about £100 available capital and some furniture, besides a young family, took a twelve-roomed house in a street on the northern confines of Kensington, and opened it as a boarding-house. Being an enterprising woman she soon secured a few boarders, and being an excellent housekeeper with a pleasant "dragooning" capacity for management, she soon found that she had to take the next-door house, then others. Within five years she had purchased the leases of seven houses on one side of the street, and taken an agreement for two others on the opposite side. With this class of establishment it is necessary to provide an abundant table, with plenty of variety and good, plain cooking. But in this direction very careful attention to marketing must be given, for while the fare must be plentiful and excellent, economical purchasing is essential to success.

In large business centres boarding-houses for young clerks and shop-assistants can be made remunerative if unremitting attention to detail is given. The weekly rate charge will vary from 10s. 6d. to 21s. per week for partial board, and the year must be reckoned for revenue purposes as one of fifty weeks, and for expenditure at fifty-two, for although allowances must be made for holiday seasons, expenses cannot be greatly reduced. Therefore, very close calculation and keen management are required. The rent must not be high, large rooms must be divided into cubicles, and furnishing outlay kept well within bounds. Meals must be abundant, plain, served cleanly and promptly. As a rule proximity to places of business is demanded. An establishment of this character has to be worked on so narrow a margin that only persons with thorough business training or unusual aptitude should attempt to run them.

It will cost rather more to equip, and rather less to run, an establishment for young women than for young men. On the other hand, the men can afford to pay slightly more. The average revenue *per capita* may be taken at about 15s. per week for women and 18s. for men. There is, however, less demand for this kind of accommodation among men.

CHAPTER VIII

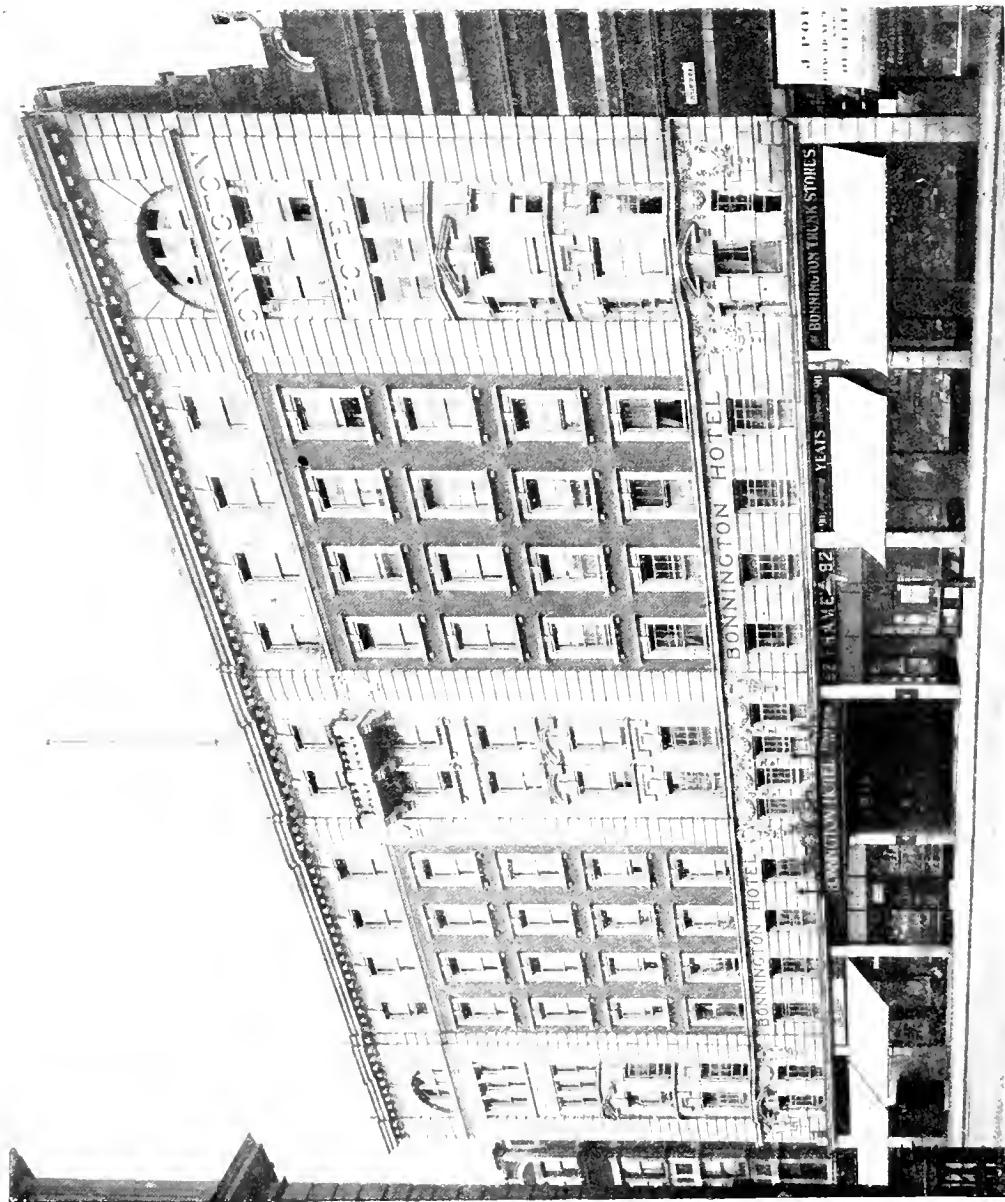
MIDDLE-CLASS RESIDENTIAL HOTELS

UNDER whatever name it has been known the hotel has from remote times existed as a rest-house and place of entertainment for the traveller—a home from home for the wanderer temporarily absent from his own roof, and this condition of its existence has always implied that its organisation and charges be based upon the contemplation of a patronage, both fluctuating in its extent and more or less uncertain in its requirements. It can hardly be said that hotel enterprise in the direction of offering permanent homes to families and individuals has so far been other than very imperfectly developed, and it is a pertinent question—whether, under the economic conditions that now obtain there is not offered legitimate opportunity for novel catering enterprise in the shape of the establishment of graded residential hotels upon lines which will make them available for persons of strictly limited means. There are already many well-to-do people who, appreciating the comforts of a well-ordered establishment, and having little inclination for housekeeping upon their own account, habitually make their homes at high-class hotels, but they are a limited class; they can afford to pay liberally for their fancy, and it is not upon their account that any new departure is invited.

At present the very rich and the very poor are catered for; at the top of the scale we have Ritz and Carlton; at the bottom, hostels founded more or less upon philanthropic lines for workers of different social degrees, and for the man who is “down and out,” the Rowton House. But there are many intermediate rungs of the ladder unplaced, and it is, I conceive, a fair subject for consideration whether the time is not propitious to fit them in.

It will naturally be said that the suggestion means the invasion of the province of the unlicensed boarding-house. That is, of course, the ease, but there seems no objection to that, if it can be predicted that the hotel man will fill the job better than the boarding-house keeper. West End and pleasure-resort boarding-houses are nowadays very much run on hotel lines and at hotel rates, and they are very much given to describe themselves as private hotels, while the arrangements of the small suburban boarding-house kept by persons who compound with their gentility by describing their boarders as “paying guests” would undoubtedly be more efficiently carried out under experienced catering management.

The proposition, put forward tentatively and so far only in general terms, is dependent upon two considerations, first, would an establishment founded upon the lines indicated readily secure the support of the class for which it is intended to cater, and secondly, could it be made to pay well as a commercial undertaking.

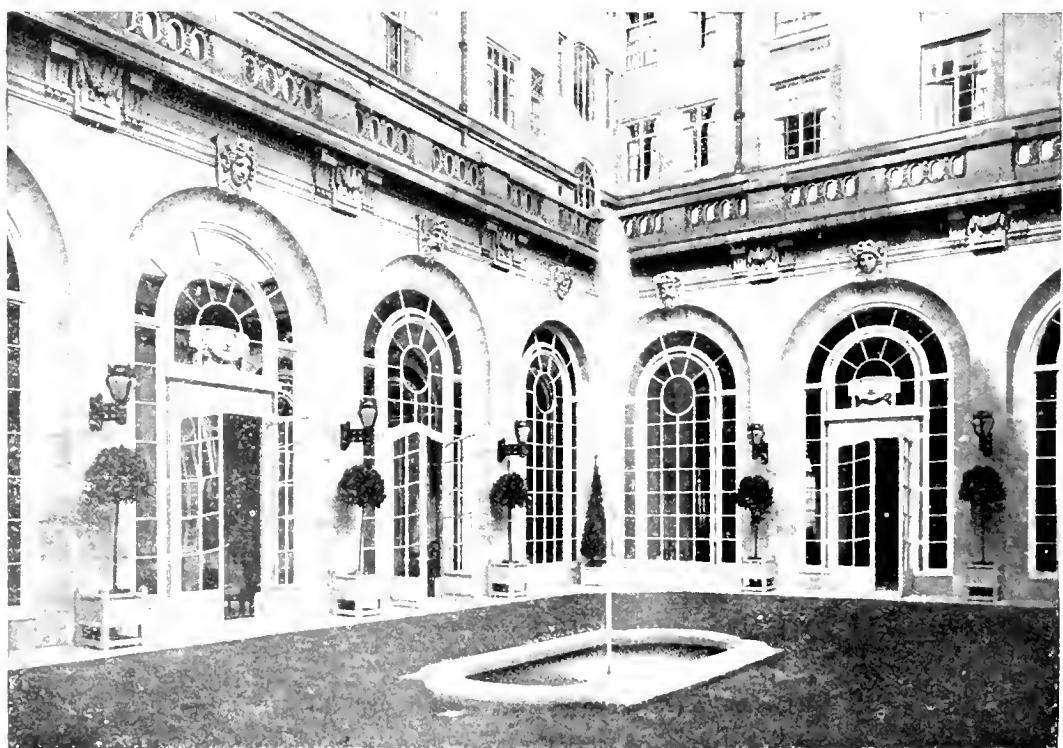


BONNINGTON HOTEL, LONDON.
THE FRONT ELEVATION.

To face page 42



THE ENTRANCE HALL OF THE
BONNINGTON HOTEL, LONDON.



THE GARDEN COURT.
MIDLAND ADELPHI HOTEL.

It may very well be argued that the English home-life ideal, especially strong in the educated middle-class, would militate greatly against any considerable support being given to the undertaking by the more desirable kind of inmate. To which it may be answered that the "Englishman's home is his castle" tradition has been very much shaken of late years by the increased popularity of flat life, and the various experiments that have been made in the direction of co-operative housekeeping schemes in garden cities, &c. Moreover, the course of events trends so much in the direction of increased difficulties in individual housekeeping upon limited incomes that it is probable that prejudice might in many cases be overcome by the consideration of material advantage.

There are many, no doubt, to whom this suggested revolution in home-life will seem nothing less than an immoral attempt to divorce the modern young woman yet further from that sphere of domesticity, which, whatever be her inclinations, is supposed to be peculiarly her own. After all, the hotel-home, if it ever comes into being, will be obligatory upon no one, and its acceptance or otherwise will be simply influenced by convenience.

It was, one learns by tradition, an axiom in the days of our grandfathers that rent should not materially exceed a tenth of income. In the days before the war, which now seem so far off, the young professional or business man in London, who married upon an income of £250 or £300 a year, might regard himself as fortunate if he were let off with less than an annual expenditure of £50 to £60 to cover rent, rates, taxes and railway season ticket. If he made his home in a remote suburb, the latter item balanced any saving in rent; if he secured an inconvenient flat near the centre of things, its high rent balanced the other outgoings. There was practically nothing to gain pecuniarily either way. Now that the war is over, there is no probability that there will be any fall in rents, while there is every certainty that rates and taxes will be materially increased, and that it will be a long time before the cost of commodities drops to its former level. New openings for female labour will accentuate the domestic service difficulty, while brides of the future, who have taken up some form of active work during the recent crisis, will be less inclined than brides of the past to bury their talents in the wilds of the outer suburb and to devote themselves to studying the capabilities of the gas cooker and to the superintendence of the family washing. To avoid the many snares and pitfalls which beset the paths of the inexperienced householder, and to facilitate the regulation of expenditure more closely than is possible under other conditions would be among the advantages offered by the hotel-home to couples in the early period of married life. That its support would be mainly derived from young people with increasing families is not probable, but its advantages would surely be appreciated by many unattached bachelors and spinsters and couples wearied of household cares, who have earned the right to rest and be waited upon.

That the system can be made to work well is proved by a paragraph published by *Food and Cookery*, wherein a lady contributor described

how a big hotel, about ten miles from London (too near to be frequented by the motoring public, too far for the convenience of Londoners) was chosen as a permanent substitute for the suburban home, which had proved too troublesome and expensive. "In this fine rambling old place, built about a hundred years ago, a large private sitting-, a smaller bedroom, four meals a day for two persons, the use of the public rooms and the large gardens, were secured for £4 a week on a yearly agreement. This compared with £5 7s. 6d. a week when running a small house, with, of course, few conveniences, a great deal more work and worry. The experiment is declared to be a tremendous success, both financially and as regards comfort." This organ of the catering world added: "Here is a hint which might well be taken by other hotel keepers in a similar situation. Quite a number occur to one which could be converted into pleasant residential establishments of this kind."

As to the commercial possibilities of such a scheme, its successful conduct would, one imagines, be mainly a question of management. There are institutions founded upon philanthropic bases, which under efficient management, have become self-supporting and even profit-making, while others, built on similar foundations, are chronically insolvent. It is obvious the persons willing to avail themselves of the accommodation of the cheap residential hotel must indulge in no extravagant expectations. The fare and service provided could only be such as they would legitimately look for in their own homes, the advantages being freedom from trouble, with probable better cooking and service, and possibly the attraction of some congenial society. That is a point which would impose a very important obligation upon a tactful management; the risk of admitting undesirable inmates would be greater in a low-priced house than in an expensive one, and a primary condition of a tenant's acceptance would be the production of unimpeachable references. For the security of the management it would also be essential that there should be some fixity of tenure. The ordinary hotel guest is free to depart at any moment the fancy takes him; the boarder at the residential hotel, while not bound down to such length of tenure as in a house or flat, should be a quarterly or at least a monthly tenant.

All these points being considered the conclusion is that if the keeper of the private boarding-establishment can adequately lodge and feed a dozen or more inmates, giving them comfortable rooms and plain family fare at a charge of a guinea or five and twenty shillings a week and make a decent profit by the business, the experienced caterer with a full knowledge of his business, with better labour-saving appliances and with marketing facilities which no private person could command, ought to be able to "do" half a hundred persons very much better and make, relatively, much more profit by them.

CHAPTER IX

THE CHILDREN'S WING

As a rule, it is to be feared, hotel managers look upon children as something in the nature of excess luggage that has to be accommodated, though always in the way. Other people's children are a nuisance to everyone, yet they have to be tolerated, especially if they are paid for. But it is only occasionally that any special provision is made for children in hotels, and the inconvenience of their presence is mitigated by catering for their needs in some suitable and particular way. That it is possible to make a special feature of catering for children seems hardly to have been considered, save in some seaside resorts. In certain town hotels, of the type called residential, a special table is set apart for them and their nurses, and their meals are served to them at a different hour, or it may be that the housekeeper's room is given up to them. Very rarely indeed do we find a nursery and playroom provided, still more rarely a dining-room of their own and special sleeping-quarters. But now that children are somewhat more of a world asset than they were, and parents less inclined to leave them behind, it is worth while considering whether they might not become good clients in an hotel and catering for them become a paying investment. American hotel-keepers are far ahead of us in this matter.

Special Provision for Children

An enterprising business man might make such additions to his hotel accommodation as would provide a roomy set of nursery apartments, preferably on the top floor of the building, with easy access by lift or stairs. This floor might give space for a playroom or day nursery, a night nursery and sleeping-room for nurses, a dining-room with small kitchen attached, and a room to take in luggage and perambulators, etc. An attendant, maid or elderly woman, would be needed to look after the rooms generally, in addition to the nurse who attended to her own charges. Food for the principal meals could be sent up by lift into the dining-room, but the small stillroom would be needed for the lighter meals and for night use by the nurses.

As to objection being raised with regard to separating the children from their parents, it is questionable whether any would ever be made. Children are always happiest when with other children, and their own nurse would be responsible for the safety of her charges. Taking children about in strange places is a tax on all grown-ups, and is seldom any pleasure to the child. On the other hand, once it became the practice to leave them in capable hands, under proper care, a good deal more custom would flow to hotels where this was possible, as it would enable the

parents to go about with more freedom and less anxiety than when the children are left behind at home.

The floor or the quarters allotted to the children in an hotel should be sufficiently separated from the rest of the building to allow them the utmost freedom and liberty. For convenience sake they should be near the service lift, be in easy communication with the kitchen, and have access to the garden when there is one. The ventilation should be so arranged that the children may not interfere with the windows, yet these should be low enough to give the little people a view. The floors should be covered with washable material, soundless and warm—cork carpet is excellent; the walls should be painted and stencilled, or papered with light nursery papers. The arrangement of the doors should be such that small people cannot get caught in them or be tempted to slam them—the self-closing door with springs is the best. The furniture should be that specially designed and adapted to their use. Simplicity of furnishing and quietness of colouring have a soothing effect on even the most turbulent spirits.

Furnishing a Nursery

Before giving in detail suggestions for the furnishing of a nursery suite of rooms, it is well to lay emphasis on the fact that the mere setting aside of a playroom and provision of toys to play with, is not sufficient. The hotel that would seek to attract custom by advertising its special arrangements for children, must go into the matter thoroughly and study the child from the child's point of view, not merely provide a place where the child can be kept apart and amused. We lay stress on this, as from a business point of view the attempt can assuredly be made to pay.

A child will discard the most elaborate toys in favour of a game of "Let's Pretend." In the same way he is quick to recognise that he is in a world of his own if his surroundings awaken imagination and encourage him to plan his own amusements and pastimes. As with his toys, so with all the other appointments of the nursery. Simplicity, brightness, harmony should be the dominant notes, but plenty of room allowed for play, and if toys are provided let them be simple homely ones, with picture-books and bricks for building, but not a heterogeneous collection of mechanical things.

Furniture need not be either ungraceful or uncomfortable because it is simple and suited to children's use. The whole interior should give an impression of brightness and attractiveness, for that will do more to popularise the nursery suite than any amount of artistic taste.

White enamelled furniture is decidedly the best, not alone for its daintiness, but because it is washable. Small tables, chairs, cots and bedsteads in this wood combined with curtains of chintz and a floor-covering of plain soft colouring, give a charming effect.

The cots and beds are the chief item so far as cost is concerned, for they must be of good quality to be satisfactory. Other useful but less costly fittings are tables, chairs, cupboards for toys, and chests of drawer,

also a wardrobe. These are all to be had in small sizes and in suitable shapes.

Many leading furnishing firms, among them being Maple, Waring, Hampton and others, have made a speciality of furniture for children's use, and most have a large choice to offer.

A specially useful combination of nursery chair, baby-jumper, rocking-chair, swing and bed, is obtainable at a moderate price. It is constructed in oak, with metal fittings strongly made, and when not in use can be folded away. It is a great boon to nurses, as the child can swing and amuse itself and be perfectly safe.

Of bedding sheet and blankets, a fair stock is required, and waterproof sheets should also be provided.

Exclusive of floor covering and curtains, which must vary according to size of rooms and number of windows, a rough estimate of cost of furnishing a nursery suite, taking above items at pre-war prices quoted, and allowing for a sufficiency of chairs, tables, linen, blankets, etc., would be approximately £70.

Where there are grounds to the hotel and no indoor space to spare, the example of the "King Alfred" Play-garden and Open-air School might be adopted, and would, without doubt, become a great attraction. Two examples of this play-garden are to be seen at Hampstead, London, and imitation thereof would be taken as the sincerest form of flattery.

All that is needed in the way of building is a wooden bungalow with wooden floor well raised above ground, closed in on three sides but with open front to the south, and a wooden platform for use when the ground is damp. This could be connected to the house by a covered corridor. The fitments are the long low tables and the diminutive chairs we have mentioned which can be supplied by such firms as Messrs. Maple or Heal, with cupboards, crockery, a little cooking- and heating-stove, and a small space for a storeroom. Toys and materials used for lessons, washing-basins let into tables, balls, rackets, etc., can be provided by degrees. A piano may be spared for the bungalow if there is room for it. The building may be prettily stained or painted, and made attractive with hanging baskets, and pot plants or trees in tubs.

Play-Garden for Children

The idea of the play-garden is that it shall offer nursery life in a more free and easy manner with the same safety and care as would be given in the nursery suite. But it combines a good deal of education with this safety and care, and it ensures the greatest amount of liberty and happiness for the little people. Indeed, that part of the grounds where the play-garden bungalow was erected would attract many grown-ups, too. While the ordinary indoor nursery and even the ordinary playroom place some restraint upon activity, the bungalow encourages its development. But as there is a teacher in charge the activity is turned to some use and is not left to develop into mischief.

The purpose of the play-garden is, primarily of course, to amuse

CATERING MANAGEMENT

the children who go to it and to keep them happily employed, but there is constructive work going on, and the companionship of other children is used to encourage the feeling of a community of their own, so that each child takes an interest in the comfort and pleasure of the whole.

To accomplish this requires something more, of course, than a suitable building, suitably equipped. It requires a young, bright leader as teacher and guardian. The point for the hotel manager to consider is whether the employment and appointment of such a person would not prove to be a profitable asset in his establishment? There are many young kindergarten trained and qualified teachers turned out every year, whose work is worthy of a good salary.

There is a growing demand for open-air education, and even when children are nominally on holiday they are all the happier for being engaged in definite occupation for part of their time, and the play-garden work as such usually occupies a couple of hours, morning and afternoon.

There would have to be something extra charged for the use of the play-garden and the services of the teacher, but in return for the relief it would mean to parents and nurses this payment would not be grudged. A point worthy of considering in this relation is that the children invariably improve in health as well as in manners where their holiday-time is filled and organised for them.

The main lines adopted by the teacher who has charge of the play-garden are observation work and constructive work. The child is encouraged so to think of things as to imagine he has worked out in his own way the teacher's thoughts; he constructs with his hands something with sand or clay or wood, perhaps, but does it under the inspiration of story or song or game. By using real materials he gets tangible results, and thus compares his work with what others do, and so finds in it real and not merely imaginary interest.

A good teacher would start her children in the morning by setting them to do domestic work, dusting and arranging shelves, cupboards, watering the plants, washing in the basins, feeding pets and looking after them. They would have their own little gardens to weed and water.

She would then follow on with stories that can be worked out in clay or sand or with bricks and cards on the floor of the building or platform. Then she would have games and singing, weaving, and painting and basket-making. In games she would encourage them to count and describe things in their own words, and so help them form a good style of talking and reciting. In the middle of the morning they could prepare their own lunch, form parties, some act as waiters, and others clear away and wash up. This assists the feeling of being at home, and makes every child feel important. They can be helped to plan out a meal and cook it for themselves, the elder ones helping and directing the younger children.

It is said by those who have had experience in these play-gardens that far from making the children exclusive the communal spirit makes them welcome newcomers with pleasure, so that again is a reason for regarding such a feature as this as a paying proposition.

CHAPTER X

OPEN-AIR CATERING

THE SUMMER CAFÉ-RESTAURANT

CATERING in the open should receive far more attention than it does at present. There is a considerable amount of this done, it is true, from June to September, but it is scarcely organised on a sufficiently big scale. We have got out of the habit of the thing. A notion prevails that the custom is a foreign one, for it is generally associated in most minds with *biergartens*, *cafés* and the *cafés concerts*, such as we see in the Champs Elysées, or with the popular dining resorts just outside of Paris. This, however, is altogether a mistaken view. The partaking of refreshments in the open has always been an English habit, and at one time was organised on an extensive scale all over the country.

Such names as the Vauxhall Gardens and the Cremorne Gardens occur at once. But these were only two of the most celebrated. Others were numerous, such as those at Bagnigge Wells, at the Spa, Clerkenwell, in the Marylebone Park, the mineral water, milk and cake booths in St. James's Park, and many more on the south side of the river. Tea-gardens well clustered together by the highways leading out of London, gradually thinning as the open country was approached, and then becoming more numerous again when such places as Greenwich, Kew, Finchley and other places of popular holiday pilgrimage were reached. Much the same conditions were found in the provinces, especially round about Portsmouth, Plymouth, Bristol, and the great industrial centres.

In our own days we have witnessed the success of catering in the open air at the Crystal Palace, Sydenham, at Earl's Court, and at the White City. In all these instances the enterprises were organised with due regard to public demands and the vagaries of the British climate. That is to say, while provision was made for setting out tables on the lawns or gravel pathways, close by were dining- or refreshment-rooms, with very open walls, surrounded by covered terraces or wide verandas. Thus, during showery or inclement weather, refreshments could be served "in the open air" yet under cover, and by means of screens, trees and bushes, hurdles or glass-panelled structures, protected from the prevailing winds. It is certainly not advisable to make elaborate provision for regular catering far away from buildings of some kind or another. We see how well this has been provided for in a humbler way in connection with the refreshment pavilions in our public parks and gardens (Hyde Park, Kensington Gardens, Victoria Embankment Gardens, and elsewhere, both in and outside of London). Here are neat little tables to accommodate from two to eight people clustered round

CATERING MANAGEMENT

the administrative pavilion, which usually also comprises one or more refreshment-rooms, in some cases on ground and first floors. The eaves of the roof should be brought well forward, so as to afford ample protection for the upper balcony or the ground floor veranda. This ground floor terrace should be raised at least seven inches above the soil level, preferably a brick platform, or concrete tiled, as these are easy to keep dry and clean. Concrete and tiles are rather cold. Boarding is not recommended, because though warm, it is not easy to keep clean and, unless of the best material, soon perishes. The kitchen or stillroom can be easily screened from public view, while providing for a long, wide service counter, which will facilitate smooth, quick working.

Of quite another order of affairs are the terraces, lawns and arbours which we find connected with our riverside hosteries and the better-class of our old countryside inns. The writer's memory is busy with pleasant light luncheons and teas enjoyed on the terrace and velvety lawn of the Sun Hotel, Kingston-on-Thames, on the raised terrace at the back of the old Bull and Bush Inn at Hampstead, or in the arbour at the farther end of the fine bowling alley. Then there is the jolly place for alfresco meals, Tagg's Island at Thames Ditton, and the more fashionable crowded luncheon and tea lawns at Richmond, practically all the way from the bridge to the Terrace Gardens. The point is, that wherever such facilities are offered, whether it be for *recherché* or popular catering, they always prove attractive and receive ready support. This desire for greenery and the "open air" feeding is even reflected in the prevalent demand for palm courts, and such luncheon and tea balconies as we see at the Savoy and Cecil Hotels, and again in the favour with which tea on the terrace at the Houses of Parliament is regarded alike by the serious politician and the frivolous *mondaine*.

Opportunities for Extension.

It is notable that at holiday resorts those restaurants, pastrycooks, hotels and boarding-houses which possess convenient terraces or gardens and utilise them for serving breakfasts, luncheons and teas always prove more popular, attracting custom more readily than less enterprising establishments. The most primitive arrangements often find favour, though, of course, comfortable surroundings, a fine view of open scenery, the sea or fashionable parade, with the charms of music thrown in, are powerful inducements to constant patronage. Anybody who is catering for the public and possesses a terrace or garden and does not make use of it in this way is throwing away golden opportunities. It is an amusing but important fact that this open-air catering does not necessarily mean a mere shifting of custom from the house to the garden. The alfresco arrangements act as an advertisement. They attract people to the place, even when it is fairly well known that the open-air accommodation is limited, and that many who go will have to be satisfied with refreshment indoors, while other places with greater room space will remain comparatively deserted. Of course, it is all a

matter of "fashion," a weakness, however, which should not be overlooked. As a matter of fact, quite an appreciable percentage of the open-air takings are from surplus trade, and should, under good management, bring additional profits.

Terrace Tea Gardens

Some points may be given. A terrace which is not covered should have an even, non-absorbent, well-drained surface. It should, as far as possible, be protected by plantations or more artificial means, in the quarter of prevailing winds. If a grass or gravelled plot be used, it should be well drained, and the gravel of fine texture, but which will not churn up into mud. The furniture should be plain, movable and light. Teak is dear but the most lasting and best material. Next, stained wood tables with tiled tops. Cane or osier tables are neat, but somewhat too light for a busy trade. If used, they should be of the best quality. Rustic work is in every way objectionable. It provides an awkward surface, irritating angular projections, and is extremely difficult to keep clean. Enamelled iron tables are certainly convenient and cheap, but they are hideously ugly and look cheap. For luncheons and "high teas," orthodox wood chairs, possibly with cane seats and backs, should be used. For ordinary teas, cane and wicker work lounge chairs with cushions are to be preferred. Footstools should always be at hand for the ladies. Unless the garden or terrace is nicely shaded by trees, it is as well to have a large umbrella for each table. They have long spiked poles, and those with cane ribs, opening rather flat, covered with fibrous, tastefully coloured "Japanese" paper, or appropriately tinted percale, are best. They serve to protect from the sun or even from passing light showers.

In many situations the open-air caterer will find that light breakfasts prove remunerative. This is especially true at holiday resorts or in the vicinity of parks. Hotel proprietors will find it an advantage to serve the regular breakfast on the terrace or in the garden, as this induces far more people to come down to repast at a reasonable hour, and also often suggests the giving of breakfast parties, to which friends from outside are invited, when something out of the ordinary would naturally be expected, for which a corresponding extra charge would be made. A reputation can be earned for well thought out, uncommon breakfast menus which has its money value.

Matters should be so planned that no table is placed too far from the service counter, or in an awkward position so far as waiting is concerned. This is of special importance where anything besides the plainest of breakfasts and teas are served. Hot courses must be served on hot-water dishes, and all jugs, sugar-basins, etc., should be provided with covers. A simple form of cover for jugs and basins consists of a square of coloured linen, or thick, close muslin, weighted with heavy beads at each corner. They are quite effective protections against flies and other insects and give no trouble.

The staff should be trained to remove tables and chairs quickly and

without confusion to the covered verandas or other suitable place in case of need.

If the garden is on a high road, a thick hedge with tall, thin growing trees forming a screen afford the best protection against the dust nuisance, and the evil smell of petrol can be fought down by borders of mignonette, heliotrope or other sweet-scented plants.

TEA-GARDENS

For the cheaper form of catering open-air facilities are always popular, being patronised even under decidedly unfavourable circumstances. They should be situated in the rural outskirts of large cities, close to highways, or at popular holiday resorts. They may range from a large plot of ground specially laid out, the old garden of an inn, or the back garden of some cottage.

Caterers who are favourably situated for making a direct bid for "beanfeasts," outings of firms, factories, and clubs, and for school treats, find it advisable to have extensive shedding accommodation, often covering quite half of the available space. The sheds consist of little more than posts placed about eight feet apart crossways, and from ten to twelve feet apart lengthways, supporting a sloping roof (boards with tarred felt over). If there is a wall, then the principal shed would be built as a lean-to against the wall. From under the eaves waterproof cloth or tarpaulin should be hooked, the loose flap being pegged down more or less closely as may be needed. With such a provision as this the "season" can be opened earlier and closed later than would otherwise be the case, and, moreover, suitable accommodation assured for fixed events, whatever the weather may be. This is a favourable point when definite dates have to be fixed up some time ahead by firms, clubs or schools. Caterers who are able to offer "open or cover" naturally are given the preference by prudent organisers. They also have a distinct advantage in the matter of Bank Holidays, for they are prepared "rain or fine."

Equipment

Equipment will depend partly on the extent of the enterprise and partly on the kind of patronage expected. For the cheaper kind of custom the accommodation is frequently of the most elementary description. A single narrow plank nailed to upright posts about 15 to 18 inches above the ground on each side of trestle tables or sometimes two broad planks nailed to posts 25 to 27 inches above the ground. These tables may be left bare, covered with oilcloth or with a broad strip of calico. For better-class work, cheap but sound tables, or trestle tables, should be provided, flanked by benches with backs. These should be supplemented by small tables, to accommodate parties of two to half a dozen, and chairs should accompany these. Avoid rustic work. Where permanent tables are fixed it is well to provide them with foot rests. It is profitable to pave shedding with non-absorbent bricks. Arbours are

always a temptation in tea-gardens. They should be simple constructions, provided with a floor and good roof. It is usual to have fixed benches round the walls of the arbour. The table may be either movable or fixed. Everything else should be plain. Thick plain glass vinegar and oil bottles, with broad bases; heavy moulded glass mustard pots; pepper and salt castors (these prevent waste). Forks and spoons of white metal. Plates, cups and saucers and mugs of thick, non-chippable earthenware, either plain white or of rustic design. Teapots and jugs of brown ware, with broad bases.

The ordinary 9d. tea * consists of a liberal allowance of thick slices of buttered bread, watercress or lettuce, tea with milk and sugar. For 1s. an egg, shrimps or a couple of cakes are added. Usually little is expected beyond this. But there may be a demand for cold ham, cheese and cakes in addition to the usual supply of bread and butter, salad or watercress, one or two eggs (poached, fried or boiled), and grilled ham may be called for. Of course, when a repast is ordered ahead a price will be fixed, and the bill of fare will depend upon that price and the number of people guaranteed. Cooking, however, is rarely a big item in such places.

It is to be noted that places of a similar description in France and Italy would supply most of the vegetable stuff, such as salads, from their own gardens. Almost invariably, too, rabbit hutches, a small poultry yard and pigeon loft will be found connected with the establishment, partly because the livestock can be fed largely on the garden and house "waste," and partly because they supply popular materials for any customers who may require more substantial "country fare." There is sound common sense in the arrangement, which should prevail over here, although it does involve preparation for more elaborate cooking than is common in connection with our tea-gardens. The desire to avoid cooking troubles also induces most keepers of tea-gardens to procure their cakes (slab cakes cut in slices and "pastries" of the puff, custard or cheap banbury order) from wholesalers. This certainly avoids trouble, and they are not expensive, but neither are they pleasant to look upon or good to eat. With a fair trade in prospect, an economical oven and some simple but choice recipes, "home made" cakes can be produced which will be relished and yield bigger profits. It is all a matter of organisation and well spent energy.

Opportunities for Beginners

Tea-garden catering offers special opportunities for beginners. The start may be quite humble in its way, an adjunct to the small "general shop" in a suitable village, or to the modest tea-parlour. It can easily be run by a competent housewife and her daughters, help being taken on for busy occasions. Again, a man acting in some minor capacity in some city eating-house, and living in some sufficiently distant suburb, can start his wife in such a business, assisting her in purchasing stores

* Pre-war prices are here given as being a fairer standard of comparison with the varying value of post-war prices.

and in active work on Bank Holidays or such other times as he is away from his town "shop." Often such a man would be in a position to hear of and secure modest contracts for beanfeasts. In this way his little business could be "nursed" until it was big enough to occupy the whole of his time. Occasionally tea-gardens grow into big concerns, developing into more ambitious catering. There is undoubtedly scope here, as there is in the higher class open-air catering already discussed. Both branches are wanted by the public, fulfil useful functions, and with careful, alert management can be made to yield fine profits.

ROOF-GARDENS

Returning to town a little reflection will show that the openings for alfresco catering even in such a vast agglomeration of bricks and mortar as London are immense. Not one of our parks or larger gardens ought to be without its refreshment pavilion. Indeed, in many there is room both for a select restaurant and a popular refreshment establishment. The public would unquestionably support such a sound business move, which could only add to the conveniences and amenities of city life. Similar neglected opportunities exist in many another town.

Apart from our public parks and gardens open-air catering is capable of immense extension—on our roofs. Why should we not have more roof-gardens than we have at present? After all the roof-garden café-restaurants have long been successful institutions in New York. Some of these are at the top of moderate sized buildings, others crown the lofty "sky-scrappers." Most of them are lavishly equipped, serve choice repasts and dainty little teas amidst a wealth of flowering plants and trees, with nothing but the clear sky above. They are among the sights of the city, and not the least profitable of business ventures. The idea has been copied in other American cities, and has found its way to old Europe.

Some years ago the writer of this chapter contributed to the columns of one of our architectural journals a paper in the course of which he said : "A most interesting set of experiments has been brought to a successful issue at Paris, and may possibly prove suggestive to British architects and house-owners. It is no less than an attempt to realise the delights of the famous hanging gardens at Babylon. Of course, in most Oriental countries, where the roofs are flat, more or less serious efforts at floral cultivation are attempted on those not very elevated crowns of buildings. This is partly to afford distraction to the ladies, and partly to act as an additional screen. Well, the idea occurred to a certain M. Tabary, who owns large houses in the Rue des Valois and the Avenue Suffren, Paris, that the roofs of his tall and crowded edifices could be turned into rivals of the Luxembourg and Tuilleries gardens, and far more convenient, as instead of a long trudge by dusty, noisy streets, a mere going up aloft by means of passenger lifts would bring the tenants to bosky groves and glowing floral borders. It must be said that modest gardens amidst the chimney pots are not new things for Parisians ; the citizens of gay

Lutetia have ever been prone to dispute the region of tiles and smoke-stacks with the reprobate grimalkin and impudent sparrow. But now, as in pre-revolutionary days, the efforts are generally restricted to a few flower boxes and pots, arranged close to parapets, and clustered round diminutive arbours. M. Tabary's venture differs from others mainly owing to its magnitude and thoroughness. On the top of his many-storied houses he has veritable gardens, with not only beds of flowers, but small groves of flowering shrubs, fruit trees, vines, etc., fountains and big arbours. Some of the trees are over 12 ft. high.

"Let us consider the Rue des Valois example. Here we find that the available space amounts to little more than 600 square feet. The roof has been levelled, the foundation, as it were, consisting of iron girders, closely interlaced; over this is a layer of cement, then a layer of fine sand, upon which are placed large sheets of absorbent millboard, heavily impregnated with creosote and other preservative and waterproofing substances. On this is another layer of sand 4 in. deep; now comes the rich garden mould, which is 2 ft. deep. Of course the weight of all this is considerable, but then Paris tenement houses of the better class are most substantially built, having deep foundations, and thick walls, both outside and partition. The Tabary gardens in the Avenue Suffren are a still more formidable undertaking, as they extend over three big houses. The parapets are somewhat high, and the drainage is managed by giving the gardens a slight incline outwards, all water finding its way to the gutters and water pipes covered with gratings. The gardens are laid out in most approved style with flower beds, gravelled paths, sparkling fountain, and trellised arbours. Not only are there fine magnolias in full bloom, but peach trees bearing fruit, and flourishing vines, promising abundant crops. In both the instances dealt with the houses are tall and on excellent sites, so that splendid panoramic views can be enjoyed by the happy tenants, who, moreover, are brought up to the central arbours in passenger lifts.

"Whether such extensive gardening operations so high up in the air are possible, advisable, or needful in London and our other crowded cities is a question open to discussion. No doubt few of our modern beehive mansions, or 'flats,' could bear such an experiment, though a roof terrace, with floral boxes, is certainly easy of attainment, both for the highly rented mansions and the popular barracks, which are known, for some unexplained reason, as 'model dwellings.' One thing is quite certain—during the heat waves which periodically prostrate the metropolis such roof-gardens would be a boon, and would bring blessings on the heads of the architects who placed such retreats within the reach of the scorched, gasping Londoners."

All such roof-gardens would be suitable for catering enterprises of one kind or another. It should be added that in all cases provision should be made for rigging up light awnings and wind screens. Since that paper was written some progress has been made. The advantages of crowning our larger, taller buildings with flat, parapeted concrete roofs

has received wide recognition. There are a steadily increasing number of instances in our midst where people have taken advantage of this change and installed roof-gardens. It is true that caterers so far have not done much in this direction, although we have the interesting example of Mr. Gordon Selfridge, whose Oxford Street roof-garden tea-room is an acknowledged success and one of the recognised social rendezvous of London. This example should be copied both in town and country. Just imagine the glorious views that could be enjoyed from the roofs of certain of our seaside and watering-place hotels, and what an unanswerable excuse for swallowing cups of Bohea and dainty *petits gateaux*.

It will be seen that our plea for open-air catering is in no sense restricted, either as regards locality, elevation or social sphere. There is room and need for all. No better illustration of the truth could be looked for than the hopeful words of Mr. B. S. Agnew, L.C.A., in *Food and Cookery*:

"In our day the coffee-stall's cheery light appears as those of the public-house go out, making it possible to obtain refreshment in the open all night long in many districts of London and other great cities. The 'last word' as to coffee-stall development seems to be the use of electricity for lighting, obtained by means of a wire connecting with one of the municipal authority's electric standards. What a change from the old flaring naphtha lamp of the smoky halo and far-reaching odour! And a coffee-stall electric grill has been suggested as a possibility—which brings in its train suggestions of knives and forks, small tables, and music (softened to suit the time) at street corners or other places where the coffee-stalls have their midnight pitch. But the most enthusiastic advocate of open-air cafés can hardly have got so far as that, even in dreams of a golden future."

CHAPTER XI

OUTDOOR CATERING

MOST caterers above the very humblest class have frequently to undertake outdoor catering. Certainly all should be prepared for the work. Bakers and confectioners often build up very remunerative businesses in supplying refreshments for wedding breakfasts, birthday and other parties, dance suppers, club dinners and so on. Some restaurants and hotels do likewise, and even find it pays well to send out luncheons to offices, a branch of business which is highly developed on the Continent. Then there are the great opportunities for enterprise offered by providing for picnics and other alfresco parties, such as school treats, business firms' employees' outings, beanfeasts and the like.

Alfresco Parties

For such work the organising ability and the capital necessary naturally vary largely. In the bigger enterprises outdoor catering at the present day fills so large a space and covers so wide a field that only those connected with very large establishments, who are thoroughly and especially equipped for the purpose of catering in high-class style at any distance from their base, can realise the immense resourcefulness and grasp of detail required.

One sets out to an undertaking at times, and practically burns the bridges behind him ; when he arrives upon the scene of action oftentimes he finds himself miles away from the station, telegraph, or telephone, and woe to the man who finds then that something very essential has been left behind, perhaps a box packed with sundries, not sent owing to the carelessness of a porter, or as the result of not being properly labelled at the particular department, and sent to another job ; or perhaps he finds that some of his waiters have not turned up, lost the train, etc. etc., and no chance of their being able to arrive at the place in time.

Many are the difficulties which arise, and most of them are unforeseen when leaving home.

Need for System

A well known caterer, with a large experience of outdoor catering, once remarked in conversation with one of his managers, " Make up your mind what you are going to do, and how you are going to do it before you start, and let nothing prevent that being carried out." To this one might add : " Have a system, work out your job before you go to it, see it through mentally, and you will find that many of the difficulties will show themselves, and you will be able to provide against them. Adapt a system to the building in which you are working ; each one requires

separate thought and arrangement. You might have a large and convenient room for service ; on the other hand it might be very small, with no convenience. Your arrangements must be made accordingly, and this is one of the secrets of successful outdoor catering. One must be able to adapt oneself to any circumstances, so that in any case there is no rush or inconvenience or confusion, but everything must go as smoothly as if you were working in a permanent kitchen, and had been working in the same place for years."

Another important point is, that if serving a dinner or a luncheon, the menu must be easily workable with the conveniences at hand, if not, either the convenience must be made, or the menu altered, and no host will object to the latter plan if the reasons are pointed out to him with tact, and something equally nice substituted.

If a man is thoroughly practical in the various branches, it goes a long way towards his success, it inspires more confidence on the part of the client, and it is so much more easy for him ; if otherwise, he is wholly dependent on the chef, who, if he likes, can make it decidedly hot.

Outdoor catering has a certain fascination of its own ; it gives a man every opportunity to exercise the powers of organisation and control in a marked degree, and if he can gain the expressed approval of his clients by appealing at the same time to their palates and sense of the beautiful and artistic, he is on the right road to success.

Organisation Necessary

Organisation is the most important side of outdoor catering. In the first place, when arranging for a function of any kind it is always advisable to see the premises where it is to be held, take the exact measurements and draw out a plan to scale, then find out how to get the required number of guests seated in the most convenient way, always having in view the quickest and cheapest system of service compatible with the comfort of the guests, and ascertain what plant in the way of cooking ranges, hot plates, ice safes, etc., will be needed.

In some cases it will be necessary to place the kitchen department in a marquee, in others it is the refreshment-saloon which is under canvas and the kitchens in the house. In yet others both kitchens and refreshment departments must be under tents, and the nature of these may vary enormously.

Arrange the carving-tables so that none of the waiters has to go farther than others, thereby keeping uniformity on all the tables.

Now, having in view the general convenience of the place, compile the menus accordingly, and these having been accepted by the client with perhaps a few alterations, you can proceed with your arrangements. First, see that your stoves are in good order and your chimneys well swept ; if there are no stoves in the building, and they are required, portable ones must be brought from the warehouse, or, if possible, gas stoves hired from the local gas company.

In the meantime, you procure the necessary number of waiters.

Make a point of seeing that you get the smartest men possible, and also that they are all dressed alike—not some with white vests and some with black; likewise ties and buttons. It is quite usual now for firms to supply the men with brass slips to fit over an ordinary button, this giving them the appearance of being in livery. Next mark on a plan the places where you require the men to wait, giving each a number. Several copies of this plan should be made with the number in different coloured pencils so that each man may see where he is stationed. It is always as well to have a reserve man in case of accident. For a large dinner it is also well to place corresponding numbers on the wall, where, upon entering the dining-room, a waiter can take up his position, and after having served his course, can return to that position, until word is given to proceed with the following one, when all can go in order to their respective service tables, each keeping his place between his colleagues, and thereby avoiding all rush, bustle, and confusion. After he has served the course, he returns to his station by the wall again until it is time to clear ready for the next course—repeating this until the dinner is finished. Each man should have written instructions as to where he will find the various articles required for the service of the dinner, whether on the dining-tables or side tables, and it should be thoroughly explained and care should be taken that each one understands where the dirty plates and china are to be taken. Have a place for everything, and insist that everything is taken there, and do not allow them on any condition to be placed indiscriminately on the floors or in the corners.

It is a good plan to leave on each carving-table a box fitted with several partitions—one for forks, another for spoons, knives, etc.

The service-room should have special attention. Arrangements should be made to have the plates thoroughly heated, for this is half the battle in a dinner. Where there is no convenience, a portable block steel cupboard can be used, which will hold about 1,200 plates. Into this run either the gas or a charcoal stove, and you will thus always have the plates hot. The plates should be arranged in the order in which they are required, and someone should be told off to look after them and nothing else. This person is given a list of the various sized plates, with the number of each required in their respective order, and hands them to the runners to carry to the carving-tables when the word is given. Have the correct number of dishes and vegetable spoons and forks required for serving the various courses behind each carving table with a label on each, stating which course they are for. The same plan should be adopted with the cold plates, dessert plates, etc., etc.

See that the kitchen is all in order, that the *chefs* have everything necessary for dishing up. It is most distracting in the middle of a dinner to have to attend to the wants of a kitchen in this direction. If the temporary kitchen is any distance from the dining room, there should be one or more runners for each carving-table to ensure quick service.

The same general rules apply to all kinds of outdoor catering, ball

suppers, luncheons, garden parties, etc., etc. Be methodical ; have a system, and insist upon that being carried out at all costs.

If you have your people working like this a few times, they will be the greatest help in keeping the rules, as it is very much more easy for them.

The caterer should never think anything too much trouble. If at the last moment at a ball supper, for instance, with perhaps only a very short time before supper, you could see any advantage to be gained by a general rearrangement of the small tables, do not hesitate ; bring all hands to the pump, and afterwards you will feel amply repaid for the extra exertion. It is attention to such details which makes the successful man.

Punctuality is again a most essential quality. Always be ready at the time stated. One should never have to ask one's guests to wait five or ten minutes, as things are not quite ready. It gives a bad impression at once, and there is a possibility of its prejudicing the client against the whole function. In outdoor catering this is a very difficult point, and causes a great amount of anxiety to the caterer.

The causes for being late may be many. The lateness of the train, missing connections, no efficient carriage available, horses to meet train turn up late, weather, etc., etc., but in spite of all these, put forth every possible human endeavour to be ready to time; sometimes it seems almost superhuman, but nevertheless, "try"; you will lose nothing by it, and your staff will catch the same earnestness of purpose, although with them it might be called enthusiasm, and they will try to create a record for themselves, and under these circumstances, it seldom happens that you have to admit being late.

A caterer who was engaged in this class of work had a smash up owing to the horses running away four miles from home and twelve miles from the destination. There were silver, dinner rolls, glasses, broken wine bottles, etc., strewn along the road about a mile. However, he telephoned home from the nearest place instructing additional material to be sent to the scene of the accident, and also another trolley.* The silver was re-washed, tables laid, flowers arranged, and luncheon ready by 12.30 prompt for the number of 150. The staff were delighted to think they had eclipsed themselves in such a manner above all former efforts. Had it not been for the spirit which permeated them, it would have been impossible, and they would not have shown that enthusiasm had they not caught it from "the man at the wheel." It is the same in all outdoor catering contracts : as long as the manager works the staff will work ; directly he gets slack, they will follow suit.

Table Decorations

A word as to the decorations of the tables. First, one cannot always have the elaborate arrangements for lighting, etc., as in private houses where there are electric plugs handy. Secondly, one cannot always spend a lot of time upon the floral arrangements. Here again, it largely depends

* He ultimately arrived upon the scene of action at ten minutes to twelve.

upon the caterer and his adaptability. A few cheap flowers, artistically arranged, will look far nicer than a lot of choice blooms stuck in vases in a bunch. Nothing looks nicer than a table decorated with bluebells or large daisies, with the addition of a little maidenhair fern; or the ordinary field daisy used in conjunction with violets looks just as well as if you had used lilies of the valley at 2s. 6d. or 3s. a bunch. Of course, they must be arranged nicely, wired if necessary, and the result is surprising.

With a larger table, such as a buffet table for a ball supper, for, say, 300 to 400 guests, one can introduce far more elaborate schemes and carry out more ambitious ideas.

With the introduction of light, water, moss, trailers, ribbons, figures, pedestals, stones, plants, flowers and draperies, there need never be a sameness about the decorations. Of necessity, this needs time, patience, practicability and money, and also some personal interest. With one's clients first impressions go a long way, and when ladies come into the refreshment rooms and make such remarks as "Oh, how pretty!" "Very effective," etc., etc., you have at any rate produced a good impression to start with; whether you maintain that depends entirely on yourself.

Everything depends upon the chief; whether he be manager or master, the same rules apply; whilst it is on the one hand a collective responsibility, that is, whilst all departments concerned must endeavour to turn out work at their highest standard, and be held responsible if they do not do so, there is, on the other hand, an immense personal responsibility, and only the man who fully realises this can rise to the highest rank. In respect to private work, he is entrusted practically with the social reputation of his clients, and in public work his personal reputation and that of his firm are at stake, and if he forfeits either of these the balance sheet will tell the tale.

Always endeavour to ascertain your client's wishes, and endeavour to humour them. Do not have a stereotyped way of doing things. Make each particular menu to suit respective clients, and do not hesitate to alter any dish compatible with the price, if he wishes, whether it is correct form or not. A good word and recommendation from him will go farther and help to make more business than the regard for one's private opinion.

Let the man who is paying for it have what he likes; you will lose nothing by it, and it is always as well to know the likes and dislikes, especially where one meets them often at various society functions. Try to humour each one separately wherever you meet them. It is not a lot of trouble. A little vigilance on the part of the manager is all that is needed so that he can instruct the waiter accordingly.

For open-air catering (picnics, school-treats, beanfeasts, etc.) the chief concerns are for organising supplies and cooking. Usually both material and service are reduced to a minimum. But care must be taken that the "small things"—condiments, and so on, are not overlooked, especially if the feast is given at some distance from the base of supply.

HOLIDAY CAMPS

The number of holiday seekers who are attracted by the idea of camp life increases yearly, and as those who once having made the experiment are generally keen to repeat it, even to the degree of habit, the holiday caterer who has more initiative than hard cash might with advantage invest his capital in the construction of a holiday camp.

The camping ground should cover a fairly wide area, for beside the space required for the erection of the camp dwellings it will be necessary to provide a private recreation ground, and advisable to include a large kitchen-garden and orchard. It should be a little way off the beaten track, where the rent or purchase money is not likely to be exorbitant and where the guests would be ensured of seclusion, but it should not be beyond the service of a municipal water supply.

There are many delightful spots near London suitable as camping grounds which would attract week-enders or those who wished to be able to run up to town once or twice during their holiday. Around the coast, too, are numerous spots just sufficiently distant from popular watering places to make them attractive and get-at-able by the camper who can make use of the facilities of railway excursions to such holiday centres and proceed to the camp by foot or road vehicle.

An old farmhouse with a good supply of outbuildings can easily be converted into a camp with a very moderate outlay for adaptation. The farmhouse kitchen would make a splendid common room in which meals could be partaken of in inclement weather. The other rooms on the ground floor could be used as storerooms and kitchens. The upper rooms might be used as rest rooms, and bedrooms for those who enjoy camp life in the day time but prefer the security of brick walls during their sleeping hours.

The outbuildings should be made perfectly weather-tight, and converted into sleeping apartments (either dormitories or cubicles, to supplement or in lieu of the tents), recreation rooms for adults and children in wet weather, and for storage of cycles, tennis nets, etc. Ample provision should be made in the way of bathroom and lavatory accommodation, with hot and cold water heated by the kitchen range or by a furnace. In the latter case a drying-room could be provided, which would be much appreciated in a district where mists and rains were prevalent and where the guests were partial to long tramps regardless of the weather.

A specially constructed camp should consist of a block of central buildings, including kitchens, common rooms, rest rooms, bathrooms, flanked on either side by tents or dormitories, one side for ladies and the other side for gentlemen. Sleeping-accommodation for married people could be at the front or rear of the central buildings. Or the sleeping-area could be separate from the building and occupy a quadrangle. Men on one side, women on the opposite side and married quarters on the two remaining sides.

Furniture

The furniture should be simple but very strongly made. Campers like comfort even if they despise luxury. Military bedsteads are very popular (and may be procured cheaply now), and fitted with a good mattress and bedding meet with approval. Each guest should have a combined locker and dressing-table; washstands may be shared or dispensed with if there are plenty of lavatory basins.

The bedrooms in the farmhouse might be more elaborate, and a few antique pieces of furniture and china to impart an "old-worldliness" to it would secure liberal remuneration from the guests privileged to sleep in them.

The rest of the furniture of the camp should comprise several strong tables and chairs, deck chairs, wicker chairs with cushions, and a good piano. A billiard table might be an advantage, but not a necessity.

Meals

Meals should consist of homely fare, well cooked and nicely served and include a few vegetarian dishes. With the exception of supper, which should be available and informal between the hours of say 9.0 and 10.30, all meals should be ready and on the table at fixed times and should consist of breakfast, dinner, tea and supper. For those who wished to be out all day luncheon packages (for pedestrians) or a hamper (for riding parties) should be provided, and a high tea on their return.

Campers are good fraternisers and generally capable of amusing themselves. But the manager should see that his guests are well catered for in this direction. It should not be difficult for him to plan and arrange short walks, long tramps, little excursions, and to organise alfresco concerts and dances. He should, however, keep himself in the background as much as possible and avoid giving the impression that he is interfering with the free wishes of any.

Where it is possible the manager should arrange with local steamboat or motor char-à-banc proprietors for special terms and special excursions if the number of his guests likely to avail themselves of the opportunity justifies it.

As the camp gains popularity the number of guests will increase, but the number should not exceed that with which the manager can deal with individually. When that number is reached it will be advisable to open a second camp in another district, with surroundings entirely different from that of the first to give the necessary change to those visitors who like camp fare, but at the same time do not always wish to go to the same place.

As regards terms; these may range from 21s. to 35s. per week. Where the charge is low the visitors may be expected to give some assistance in the working of the camp, so that the paid staff may be reduced to a minimum. The assistance might be, each guest to make his or her own bed, help gather fruit or vegetables, and perhaps prepare it

CATERING MANAGEMENT

for cooking, women to take turns at waiting at table, and men to clean their own and women's boots. Of course only a proportion of the visitors would be required daily for an hour or so for these occupations, which would not be arduous performed in pleasant company and in a holiday spirit.

Where the fees were higher of course a larger staff of assistants would be employed and the guests more or less waited on "hand and foot."

PART II

GENERAL MANAGEMENT

CHAPTER I

RECEPTION OFFICE AND STAFF

"WELCOME the coming, speed the departing guest" is a duty as incumbent on the host in an hotel as it is in private life. Yet many otherwise competent hotel folk seem to ignore this. Indeed, it is one of the complaints against the smaller hotel in our land that this essential of good manners and good business is but ill understood. In far too many cases guests instead of being ingratiated by a pleasant reception, are met with indifference, so that they are made to feel rather like unwelcome intruders. Of course it is not really so, but the impression is conveyed, owing to the neglect of having a definite plan and assigning duties to certain members of the staff.

Chef de Reception.

In large establishments the difficulty is easily got over, because either a special official or an assistant manager acts as *chef de reception*. It is his duty to have a thorough grasp of the plan of the hotel, and to keep posted as to the number of guests in the house, the rooms occupied, the visitors expected, and the dates and hours of departures. He has charge of the hall staff, including porters, luggage porters, and page boys; supervises the lounge waiters, the cloak-room attendants and the booking clerks. On the arrival of guests he sees that they are promptly and properly attended to, that they are assigned accommodation according to their desires, that after signing the visitors' book, and entering their addresses (in the spaces ruled for this purpose), the housekeeper or head chambermaid of the floor is at once notified and that all luggage required is taken to the rooms or stored in box-rooms. He sees that people inquiring about guests are given such information as may be desirable, that letters reach guests and that the page boys are diligent in performing the small services that go so far to assist in securing the smooth working of the establishment. On the other hand, he must see that everything is done to make the departure of the guest as easy and pleasant as possible. That is, that the bill is presented in good time, that any conveyance ordered is provided and all luggage ready, and that no confusion should be caused by incoming and outgoing guests.

It is well to supply the chambermaids, coffee room head waiter and

head porter with small books of forms marked "Bill Required," so that when a guest requests one of these officials for the bill, all that is necessary is to enter the name or number of the room of the guest, and preferably also mark date and hour, tear it out and send the form at once to the office for immediate attention. The office clerk should then make out "departure checks" for the chambermaid and the porter. The latter before he actually removes any luggage should report himself at the office in order to have his "departure check" initialled, which is only done when the bill has been paid and all is well. Some such control system is very necessary, especially in big establishments. If any luggage or other property is left intentionally or accidentally, it should be reported at the office, particulars being entered in a "left goods" register, small objects being marked and secured in a safe or locked cupboard, and luggage labelled and removed to the luggage-room.

In smaller establishments this duty falls upon the manager, manageress or proprietor, or in default upon the porter and the young lady in charge of the office. Although these last named may not evoke the sense of formality and importance that is inseparable from the *chef de reception* in his frock coat, yet, duly trained and imbued with the desire to please, they will often give an excellent impression of the house, by conveying a feeling that each visitor is a subject of special solicitude, whose comfort is a matter of moment, and whose good opinion is worth gaining. This goes a long way towards ensuring success, for the visitor who is put into good humour with himself and the world in general is inclined to take a rosy view of things, to give credit where credit is due, and so being satisfied will prove the best kind of advertisement possible. Bad organisation in the hall may be the cause of sending away discontented visitors, whose grumbling may be long and loud, a very bad advertisement for the hotel. Moreover, carelessness in this matter gives a slovenly, un-businesslike air to the place, may lead to waste and often to serious loss through the misplacing of articles or even purloining of goods by unsupervised interlopers.

Porters.

For these reasons great care should be exercised in the selection of the head porter and his staff. If an hotel has over 60 bedrooms it is usual to have an under porter, besides luggage porters, generally at the rate of one for every 20 or 30 bedrooms. The passenger lift may be worked by the under porter, though more frequently it is in the charge of a special attendant or page boy. The luggage lifts, however, in all but the biggest establishments, are very generally worked by the luggage porters.

The head porter must see that the hall, the entrance outside, and all corridors on the ground floor are kept clean and in good order, all comings and goings properly supervised. He acts as the chief assistant to the *chef de reception*, and takes over many of his duties in his absence. He sees that letters as they come in are sorted in the racks of the office or sent up to private rooms; that all letters or telegrams sent to

the hall are properly dispatched ; that the reading-room and smoking-room are provided with newspapers, old ones being filed or otherwise removed. Frequently he is also responsible for looking after all pot plants. In small establishments part of the cleaning work in the hall and its surroundings will fall to him. But in larger places this work is undertaken by the assistant porter, luggage porters and pages. Page boys are under the head porter's immediate orders, and they should be trained to act as assistants, run messages inside and outside the house and make themselves generally useful. Luggage and night porters usually undertake cleaning in the basements, as well as boot and knife cleaning.

Porters living on the premises receive only nominal wages, uniforms and their board, but rarely free laundry. They make up their earnings by tips. If they live out, they will receive from 20s. to 30s. per week for head porters, 15s. to 10s. for assistant and luggage porters, and 5s. to 2s. 6d. for boys. It is, however, rare for boys to live out. For early morning work the boys should have neat overall uniforms of washing material, and for certain cleaning operations, baize aprons with "chest protectors." If night porters are kept, they will receive from 15s. to 25s. per week, with plain uniform, board and lodging. Much depends upon the business done. In some places night porters have few opportunities for earning tips ; in others, on the contrary, their earnings are quite handsome. A common practice where several assistant and luggage porters are kept is to arrange for night duty on some alternating system. The night porter should have access to a pantry, with limited supply, in case any refreshments are required when other departments are closed. But great discretion is necessary as to this.

It is usual for the male portion of the staff, including the kitchen porters and waiters, to receive some instruction, generally under the engineer, in first aid work in case of fire.

Office Staff.

The organisation of the office will naturally depend upon the size and character of the hotel. In a house with more than 100 bedrooms, a coffee-room and medium-sized restaurant, a bookkeeper and a general clerk will be sufficient assistance to the manager, presuming they reside on the premises. They will keep the books, assist in the correspondence and act as reception and booking clerks. In large hotels, the accountancy and reception offices are kept more or less distinct. The former would be placed as much in the background as possible, yet if feasible within easy reach of the manager and the reception office. This latter, of course, should impinge or abut upon the entrance hall or lounge.

The reception office day begins about 8 or 8.30. All letters are dealt with, those for guests being sent to bedrooms, coffee-room, or sorted into alphabetical order in racks, and the business letters sorted out into baskets for different heads of departments or ready for the manager. All bookings of rooms are entered in a book and rooms allotted, if necessary after consultation with the housekeeper. Otherwise any allotment of

rooms should be notified to the housekeeper, with date and hour of arrival, departure if possible, and any other particulars available. Fixtures of other kinds, such as private dinners, banquets, receptions, dances, etc., when arranged should be entered on a list, with the fullest particulars at hand, and hung up in the office for reference. From this list of fixtures and retention book the following day's programme should be drawn up over night for the information of the office, the hall staff, and all other departments. All enquiries as to tariffs, rooms available on certain dates and so on are answered after reference to the proper heads when necessary. The reception office staff must also be ready to assist in receiving visitors, assigning rooms to new-comers and informing the housekeeper or chambermaid, to see that bills are forthcoming when required and brought up to date. Here, too, money or other valuables must be accepted for deposit when offered by visitors, placed in a safe and a receipt given. The letter rack has to be attended to and the keys of visitors received and delivered up. Inquiries for visitors usually pass through this office. If the keys are not on the rack, and it is not known whether the visitors are out, the message may be transmitted through the speaking-tube or telephone to the waiters or chambermaids on the proper floor. Failing definite information by this means, a page boy is sent to make inquiries in the public rooms. All oral messages should be at once committed to paper, and the memorandum either sent up to the visitor's room or placed in his pigeonhole. Strict rules should be laid down as to parcels. It is not usual to pay tradesmen's bills presented with parcels, except for well known customers, though carriers' charges are generally met. If such rules as these are made, awkward happenings may be avoided.

The reception office generally contains the telephone, and often also a private exchange for the house telephone service. It is not advisable to allow this to be used by the public. For the accommodation of visitors a telephone box, or boxes, should be provided in some secluded part of the hall, or near the cloak-rooms. Visitors should never be allowed into the office itself.

A lady clerk, capable of doing some typewriting, will receive from 20s. to 30s. per week, with board, lodging and washing. Her assistant will receive from 10s. to 20s., also with board, lodging, and laundry.

Male clerks if living in generally receive slightly higher wages ; if living out, their pay is much at the same rate as that for commercial clerks, sometimes with the privilege of free mid-day meal and tea, or such meals are served at nominal prices.

Meals for the office staff and officials are usually served in the steward's or housekeeper's room, and those for the servants in the servants' hall.

CHAPTER II

HOUSEHOLD ROUTINE AND STAFF

STRICT observance of rules is as essential on the domestic side of an hotel as it is in the catering departments. Many duties must be carried out as a matter of routine, day by day, week by week, if everything is to be kept in perfect order. This necessity for routine work is one of the things that must be instilled into the staff.

The Housekeeper.

Under the supervision of the proprietor or manager, the working of an hotel on the domestic side depends upon the housekeeper, whose duties are many and important, but who generally remains much in the background, rarely coming into direct contact with the visitors. She is responsible for the whole of the female staff, except the kitchen and scullery staff when they are on duty, who are then under the cook, and the office clerks. Often she has the duty of selecting the maids, appointing or recommending the heads of the departments under her, and ought to have power of dismissal, subject to appeal to the manager. The housekeeper also often has control over certain of the porters and page boys, and supervision over the bedroom waiters. Nominally her duties begin a little before six o'clock and end soon after midnight, but much depends upon the size and character of the house, the efficiency of the staff and her own powers of organisation and command. What she has to do is to see that the house is kept scrupulously clean, that the bedrooms and private sitting-rooms are always ready, the staff tidy, diligent, and competent, and everything done to make everybody in the hotel, from the youngest scrubbing-maid to the most important visitor, as happy and contented as may be. How she contrives to do this is of less importance than that she should do it. Naturally different women will have different ways of achieving their aim, but it will be found that a thorough knowledge of her work, system in carrying it out and a pleasing manner, will go far to win the battle.

Training is necessary, but the posts are worth the trouble. After all a qualified nurse must remain in a training school at least three years, possibly four, before she is given a certificate to care for the sick. The *chef* in charge of the hotel cuisine in all probability began his career as a scullion, serving at least ten years' apprenticeship in minor situations in the kitchen. So the housekeeper must not be above gaining knowledge in all departments, even in the laundry and the linen-room. Certainly a woman who is ambitious to become a good housekeeper should first serve as a chambermaid. At that stage, if she is wise, she will secure

the good graces of the linen woman by offering to help her mend the linen, hem the napkins, sort the linen, and mend the curtains.

She should at the same time study the nature of the household stores and how to economise in them, for as housekeeper she will have to control the serving out of stores to her staff, and to some extent her usefulness will be measured by her success in preventing waste in such things as soap, soda, furniture cream, house-flannel, brushes, etc.

Neatness in dress is essential to the success of an hotel housekeeper. She should take great pains to be always neat and smart in her attire and personal appearance.

It is her duty, as well as her privilege, to dress as well as she can, not by donning all the colours of the rainbow or by useless extravagance, but by modest and harmonising shades and by appropriate apparel. It behoves a woman to make herself as good-looking as possible, for good looks pay.

Obliging manners are also a stock in trade. Grit, grace, and good looks can accomplish wonders, especially the good looks, though these must be worn with becoming modesty, for nothing approaching flightiness is permissible.

The young housekeeper should not become discouraged, excited, or worried, but learn to "manage." She should have a system about her most ordinary duties, and never put off till to-morrow what may be done to-day. For to-morrow will bring duties equally as important. Every field of labour has its drawbacks. The more responsible the work the greater the hindrances and the obstacles seem to be. Certainly the task of looking after a large staff of servants and of an ever-changing stream of visitors is no light one. But the work is decidedly interesting, and success in it is satisfying to oneself while bringing its reward.

A housekeeper should take particular pains to see that the servants of any visitors are not only well treated, but humoured, for they often have much influence, and their good will may mean much to the house.

She should not say, "Hello, Mollie" to a girl named Mary. Though the girl may be only a scrub-girl, she knows a breach of etiquette; and a girl that bears the beautiful name of Mary does not want it changed to "Mollie."

A cheerful "good morning," should be the beginning of each day, by the housekeeper. It makes everybody feel pleasant, and the maids can work faster and easier when their hearts are full of pleasantness. She must not only know how to order them, but how to secure willing obedience. For willing service means thorough and prompt service. Vigilance without irritating fussiness must be the keynote of her conduct, for this, backed up by sympathy, will influence the tone of the whole staff and establishment.

Usually the female officials and the ladies' maids attending upon visitors take their meals in the housekeeper's room, but she will also have to be an occasional visitor to the servants' hall to see that all is going well.

The salary paid varies a good deal, ranging in ordinary cases from £40 to £120 a year, with board, lodging, and laundry, but in large establishments reaching as much as £200 a year and even higher.

Linen Woman.

The housekeeper's chief lieutenant is the linen woman, who in large establishments holds a most influential position. She has charge of all the linen of the establishment, and is also responsible for checking the personal linen of the staff as it goes to and comes from the laundry. Often this responsibility also includes that of the visitors' laundry. She must see that all linen is duly returned and stored in warm, dry closets. She serves out the linen in proper rotation to the chambermaids, waiters, kitchen staff, porters and lavatory staff. A record should be kept of all items served out to any department, the entry being initialled by the person taking charge. As regards table linen it is wise whenever possible to have special designs for each distinct department, for although this may mean the carrying of a larger stock, it is a real aid to economy. All soiled linen on return to the linen department must be examined and any damage or loss noted and if necessary reported to the housekeeper. All linen as it returns from the laundry must again be examined, any mending be undertaken and the linen thoroughly aired before being returned to store or served out for use.

Usually the body linen of staff and visitors passes through the linen woman's hands, though in some places the separate parcels are distributed from the checking clerk or basement porter direct to the chambermaids for delivery to the owners. This, however, is not a good plan, as it confuses checking, minimises control and makes charging to different accounts unnecessarily complicated.

The linen woman sometimes acts as time-keeper for the female servants in the morning. A competent woman will be able to manage a house with about a hundred bedrooms, public dining-room, bars, etc., with occasional help from a chambermaid or housemaid. In larger establishments she will require an assistant, who should be an expert needlewoman. She must be in close touch with the housekeeper, promptly reporting any excessive use of linen, undue damage, unusual wear and the necessity for replacing stock. The wages range from £30 to £60 per annum, with board, lodging and laundry.

Chambermaids.

A chambermaid is usually responsible for the service of not more than thirty rooms, supervising the work of the housemaids, giving personal service to visitors, and keeping charge of certain stores. As a rule a chambermaid's room is provided on each floor. Here should be a sink with hot and cold water supply for washing toilet sets, etc., store-closets in which all the necessary linen for the rooms on that particular floor are kept well aired and ready for instant use.

It is the essence of good hotel-keeping that to the extent of the accommo-

dation available, the house should be ready to welcome and make comfortable all guests at the very shortest notice. Of course, it is easy enough to prepare for visitors who have retained their room days, or perhaps weeks, ahead. The test of good housewifery lies in the ability to rise to an emergency, not to be taken by surprise. No doubt much of this will rest on the responsible shoulders of the housekeeper, but competent chambermaids are in a position to render enormous assistance in this direction. Efficiency and willingness in this, while invaluable to the hotel management, also make the maid valuable, and fit her for promotion to posts of trust. It may also be hinted that ready attention to details, and having everything in order at hand, makes the routine work much easier. The competent chambermaid always appears to be the one who is least flurried and has the most leisure for her own deviees. So, with linen, as with everything else required for the proper performance of her duties, the chambermaid must see that a proper stock is kept on hand, obtaining a fresh supply as soiled articles are returned to the linen woman. All defects and losses in this respect should be reported to the linen woman. All other defects should be reported to the housekeeper, from whom stores for the housemaids (soap, furniture cream, house-flannel, brushes and other items) are drawn as required, and served out to the subordinates. The chambermaids must see that all bedrooms, dressing-rooms, bathrooms and private sitting-rooms are kept clean and that everything is provided for the guests.

Notions as to what are the "etceteras" which should be provided for guests differ widely. On the continent of Europe it is still quite unusual to supply soap. In British hotels this is always done both in bathrooms and bedrooms. In our commercial hotels it is quite common to supply slippers for the gentlemen, and matches are usually at hand. In many other hotels there are both gas and electric cigar and pipe lighters for men and gas or electric heated hair-tongs for ladies. Little more is done as a mere matter of routine. But in the United States of America the best class hotels are frequently very lavish in these matters. On the bedroom dressing-tables for ladies will often be found miniature bottles of eau-de-Cologne and lavender water; little sealed bottles of mouth washes; sealed packets of tooth powder; hair-pins and ordinary pins. For the men, besides the tooth powder or mouth wash, small shaving-sticks of soap will be provided.

Chambermaids have also to attend to the matter of fires. If coals are burnt, the fires are laid by the housemaids, the coals being brought up by the porters by means of the service or luggage lifts. When gas or electric fires are used, the charge is made per fire per hour, or per meterage as arranged, and an account of these must be taken and given to the housekeeper for transmission to the office.

Usually a call bell rings up in their waiting-room from all bedrooms, and they must attend to all domestic service. In some establishments the upper chambermaids are trained ladies' maids, and their services in that capacity are available for the visitors. Wages range between

£12 and £20, with laundry and board, as the opportunities for earning a fair income from tips are excellent. Uniforms, costumes and caps are often free or at cost price.

Housemaids.

In ordinary cases two housemaids are allowed for every chambermaid, that is to say, one maid for every ten or twenty rooms, according to the business done and the style of the hotel. These maids have to do most of the hard work connected with the cleaning, tidying up and bed-making, taking their orders from the chambermaids, who supply the necessary stores. They have to answer calls when the chambermaids are otherwise engaged or absent. All rooms must be swept daily or the dust removed by means of a pneumatic apparatus, mirrors cleaned and brass or nickel work rubbed up. Likewise all toilet services must be washed. This must be done as a matter of routine, whether the attention appears necessary or not. In the same way all furniture must be slightly rubbed with furniture cream and lightly polished every week or fortnight, according to the rule laid down. This is the only way to keep everything in irreproachable condition.

As soon as guests leave their rooms, the rooms should be visited and all necessary work taken in hand, at once. The housemaids should have access to special slop-closets, and have their own store-cupboards, where articles in use may be kept. As soon as a bathroom has been used, it should be visited, the bath swilled down and wiped, the metal work rubbed, and all put tidy ready for the next comer. Where a special charge is made for use of the bathroom, a ticket should be filled up, with the bedroom number of the visitor. This is sent down by the chambermaid or the housekeeper to the office.

Housemaids not coming so much into personal touch with visitors, often receive the same wages as the chambermaids, or slightly higher, unless there is a system of sharing tips. In good hotels where the chambermaid divides one-third of her perquisites with her two assistants (keeping two-thirds for herself), the housemaids' wages range between £10 and £15 per annum, with laundry.

Other Maids.

In smaller establishments the housemaids will have to divide the duty of keeping the corridors and stairs clean among themselves, but in big hotels special maids are engaged for this work. The duty of waiting in the steward's or housekeeper's room is often undertaken by the stillroom maids and page boys, and in the servants' hall by the scullery-maids and boy porters. But in the larger places special maids are also engaged for these duties and also for housemaids' work in the servants' sleeping-quarters. Wages rule fairly high, as the work is hard and there are practically no opportunities for supplementing them by means of tips.

Stillroom maids are generally under the control of the catering or

kitchen departments, and barmaids directly under the management, though for domestic purposes they all come under the supervision of the housekeeper.

Waiters.

In all hotels of a fair size there will be a waiters' pantry on each floor, provided with sink, hot and cold water taps, supply of glasses, cups, silver, knives, plates, jugs, and special stores, and with lift communication to the stillroom, servery or bar. Bells from all bedrooms and private sitting-rooms ring in the pantry, and there should be speaking tubes or telephone communication with the different departments downstairs. All refreshments supplied in private rooms pass through the waiters' pantries, and check must be kept of everything so supplied. In busy places the waiters are usually assisted by page boys, who answer all bells and act as *commis*. For some purposes these waiters are dependent on the housekeeper, as their duties are performed in her department.

Laundry Staff.

In hotels running their own laundries it is usual for the staff to live on the premises. A house with 100 bedrooms, a public restaurant and keeping about 30 domestic servants, would require a staff of 5 maids, with some assistance from the engineer and basement porters. The head laundress will have to be a competent manageress with knowledge of washhouse and ironing-room routine, and capable of keeping accounts. Only in the smaller concerns will she take any active part in the wash-house or even the ironing-room. If the hotel is a high-class one, with many visitors staying over fairly long periods and sending their linen to the hotel laundry, additional assistance will be necessary.

The head laundress (living in) will receive from £30 to £50 a year, and the assistants from £20 to £50. Usually a bonus is given on the amounts received for visitors' laundry work, the chief keeping one-quarter, one-third or half for herself and dividing the balance among her assistants according to the importance of their duties. What these duties are will be better understood on referring to the chapter dealing with laundry equipment and work.

Staff Register.

A staff register should be kept by the proprietor or manager in a locked book. This should be properly ruled with the following headings : Name of Employee, Age, Position Held, Promotion (with date), Salary, Increase of Salary (with date), Terms of Engagement, Insurance, Date of Commencement Duties, Date of Leaving, Reason for Leaving, References Received (names and addresses), References Given (names and addresses), Remarks. In a large establishment such a record if carefully kept proves invaluable.

The estimated numbers of different kinds of servants required, as well as wages, are based on pre-war practice.

CHAPTER III

BOOKKEEPING AND CHECKING

IT is necessary to remember that the primary object of bookkeeping is to provide a complete record of the business done : that is to say, of the sums expended and received, the amounts owing by and those owing to the business. The more perfectly this is done, and the more details given, the better will be the checks secured both against leakage and unprofitable methods. It is, however, not proposed to deal here with the fundamental principles of the common routine of accountancy, for it is presumed that the general theory and practice of bookkeeping is understood by our readers. It is merely proposed to discuss those points of the work which are peculiar to catering and more particularly to hotel-keeping.

Now, the outstanding fact about hotel work is that the accounts must not only be kept up to date from day to day, from week to week, but in a large measure actually from hour to hour. A great many customers are merely birds of passage, and at that, too, of uncertain movements. They come often unexpectedly and may want to go at any moment. When people stay *en pension*, or for a given time, there is less difficulty ; but even with these there is usually much to record beyond the "inclusive" rate, the extras demanded by the visitors for themselves or their friends. Quite commonly notice of leaving and the request for the bill is made only just before actual departure. Usually only a few minutes are available for making out the bills, so special steps are required for keeping the office informed of all transactions between the various departments and guests with the utmost promptness. This is assured by a more or less elaborate system of records by checks, which should always be made in duplicate.

Books Required.

For hotel work the three special books required are the *Apartments Book*, *Terms Book* and *Visitors' Ledger*.

Apartments Book.—This book gives a list of the rooms (bedrooms, private sitting-rooms, dressing-rooms), with blank space for entry of visitors' names. It should give an exact record from day to day of occupancy.

Terms Book.—This book is designed to give a record of terms which may be settled with visitors. It is ruled with four columns, for the entry of Name, Address, Number of Rooms, Terms. If no mention of terms is made on booking, then the visitors are charged at tariff rates, and the fact is recorded in the Terms column by the letter "T." If board (*en pension*) terms are agreed to the letter "B" is entered. Special terms should be specified.

Visitors' Ledger.—This is the most important book, as it is from

this that the daily transactions on the credit side are shown and the bills made out. The ruling may vary slightly, but the following is usual : First column : "Debits," then narrow columns for room numbers, representing visitors. While it is an advantage to give as much information at an opening as possible, in practice it is not wise to have records for more than thirty-five visitors on a page. Next, the "Debits" column is repeated to facilitate cross additions, and finally there is a column for totals. Under "Debits" the entries made are "Apartments, Board, etc.,," "Attendance and Lights," "Fires," "Breakfasts," "Luncheons," "Teas," "Dinners," "Suppers," "Tea, Coffee, Milk, etc.,," "Champagne," "Sherry," "Port," "Claret," "Burgundy," "Other Wines," "Whisky," "Brandy," "Rum," "Liqueurs," "Ales, Stout, etc.,," "Mineral Waters," "Cigars, Cigarettes, Tobacco," "Baths," "Washing," "Billiards," "Postages and Telegrams," "Paid Out," "Meals in Rooms," "Sundries." Of course other entries may be made, or some of the above left out, as experience may dictate. The columns additions give the amounts charged against visitors, the cross-additions in the "Totals" column give the daily credits for the various items. Under these rulings, in the right hand corner, a small space is ruled off for the "Cash" records from "Bar," "Smoking Room," "Coffee Room," "Sundries." The lower part of the page is ruled off for "Credits," that is, "Cash Received" and "Over-charges." It will be seen that this "Visitors' Ledger" shows at a glance the position of each visitor and the revenue of each department.

This ledger is posted regularly as cheeks are received from the house-keeper or chambermaids, head waiter, bar, porter, etc. However, in many cases items are not posted direct, instead, a

Rough Day Book

is used for making entries of such things as may be required more than once during the day, for instance "Milk," "Cigars," "Billiards," etc. Such items are entered separately in this book and the totals for the day posted in the ledger. When these totals have been transferred the whole entry is crossed out, preferably with coloured ink or a coloured pencil.

Cash Received Book.

This book should be ruled to give the number of the Receipt, Number or Name of Visitor, Ledger Folio, Amount Received. If banknotes are paid in their numbers should be recorded, and if cheques, this fact should be noted. In many hotels a column is provided for recording the time paid into bank.

Receipt Forms should be in counterfoil books, and gummed for affixing to bills.

Summary of Takings Book.

This book is merely ruled to give the totals from the Visitors' Ledger, and is intended for the information of the management, and can be referred to at any time without interfering with the bookkeeping.

Personal Ledger.

This book is used for transferring totals from the Visitors' Ledger, that is, visitors' liabilities, which it is not well to keep on the daily book. These are unpaid accounts, "Privileged," or "Doubtful" as the case may be.

A Petty Cash Book and Postage Book

will be required and should show on the debit side the cash allowances and on the credit side the amounts expended. Certain of these credits, paid out on behalf of visitors, will pass through the Rough Day Book before being posted into the Visitors' Ledger.

Bought Ledger.

This book is for traders' accounts, but as in all except the larger businesses most transactions are for cash (market purchases, etc.) or weekly accounts, the next book—Trade Payments Book—is most used. Subsidiary to this will be a *General Journal*.

Trade Payments Book.

This book is usually ruled across the page with columns for Date, Name of Trader, Voucher Number, Totals, and downwards are such entries as Meat, Poultry, Fish, Vegetables, Fruit, and so on.

Bills for Payment forms should be provided, on which the names of traders, the amounts due to them after the bills have been checked, discounts deducted, etc., are entered.

Wages Book.

This should be ruled to give Name of Employee, Amount, Amount Deducted for Insurance, Net Amount, Employers' Contribution to Insurance. In some cases this book is initialised by the employees, but this is not advisable, even in a small concern. It is far better for the cashier to be provided with separate wages tickets to be signed, or a wages list.

General Ledger.

This book is sometimes called the Nominal Ledger. It contains entries from the Visitors' Ledger, Cash Received Book, Petty Cash Book, Personal Ledger, Bought Ledger, Trade Payments Book, and Wages Book. Thus it is a complete record of the trading done. It should be kept closely posted, as, in order to maintain complete control over all departments, monthly and quarterly trial balances are far more common in the catering trade than half-yearly trial balances, and in many instances weekly financial and trading reports are the rule.

Private Ledger.

This book contains records of the Capital Account, Interest, Discounts, Depreciation, Insurance, Drawings, Profit and Loss Account.

CATERING MANAGEMENT

Balance Sheets.

There is a great art in drawing up balance sheets. If intended for publication or general circulation the aim is to give a true financial statement of the business without revealing details, or in other words without showing how the essentials in the Profit and Loss Account have been attained. But for practical purposes far more details are desirable. We give specimens of two public balance sheets, one of a leading hotel company (owning 5 London, 7 provincial, and 3 French houses) and a general catering business (owning at the time 9 restaurants, 141 London light refreshment depots, 17 provincial cafés, besides other concerns). Periodical trial balance sheets, however, being intended to convey an idea of how certain results are arrived at, should take rather the form of the balance sheets given in connection with the sections on Vegetarian and on Temperance Catering in the present work.

THE GORDON HOTELS, LIMITED
PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED MAY 31ST, 1914

Dr.	£	s.	d.
To Debenture Interest, with Income Tax	71,325	0	0
" Leaseholds Redemption Funds	4,767	6	6
" Remuneration of Directors' Committee	3,000	0	0
" Debenture Trustees' Remuneration	462	10	0
" Auditors' Fees	420	0	0
, Balance Net Profit for the Year carried to Balance Sheet	<u>81,689</u>	<u>19</u>	<u>7</u>
	<u>£161,664</u>	<u>16</u>	<u>1</u>

Cr.	£	s.	d.
By Gross Profit on Trading, after payment of Working Expenses, Salaries, Wages, Laundry, Rent, Rates, Taxes, Insurances, Licenses, Water, Advertising, Music, Repairs, Maintenance, etc., and including the sum of £54,295 8s. 3d. transferred from Reserve Fund for Improvements, Additions, Alterations, etc.	159,074	1	6
, Transfer Fees	107	15	0
, Income from Investments <i>less</i> Income Tax	1,854	14	8
, Bankers and General Interest	628	4	11
	<u>£161,664</u>	<u>16</u>	<u>1</u>

BALANCE SHEET

MAY 31ST, 1914

LIABILITIES

Dr.	£	s.	d.	£	s.	d.
To Authorised Capital (all issued and paid up)—						
96,500 Cumulative 5½ per cent. Preference Shares of £10 each	£965,000	0	0			
96,500 Ordinary Shares of £10 each	965,000	0	0			
100 Deferred Shares of £10 each	1,000	0	0			
				<u>1,931,000</u>	<u>0</u>	<u>0</u>

To Debenture Stock—		£	s.	d.	£	s.	d.		
4½ per cent. Perpetual Debenture Stock .	1,065,000	0	0						
4 per cent. Perpetual Debenture Stock .	360,000	0	0						
3½ per cent. Perpetual Debenture Stock .	240,000	0	0						
					1,665,000	0	0		
,, Debenture Interest accrued to date.					27,687	9	2		
,, Dividends Outstanding					739	4	1		
,, Sundry Creditors					75,182	19	7		
,, Reserve Fund, as per last Balance Sheet	116,572	10	3						
Add Interest, etc., received on Investments	3,219	1	10						
					149,791	12	1		
Less Amount Transferred to Profit and Loss Account					54,295	8	3		
					95,496	3	10		
,, Premium Account, as per last Balance Sheet	238,959	17	11						
					334,456	1	9		
,, Leasehold Redemption Fund—									
No. 1, as per last Balance Sheet	£123,776	13	8						
Add Transfer from Revenue Interest, etc., received on Investments	3,500	0	0						
					4,155	14	3		
						131,432	7	11	
,, Leaseholds Redemption Fund—									
No. 2, as per last Balance Sheet	£13,507	1	4						
Add Transfer from Revenue Interest, etc., received on Investments	662	0	0						
					440	8	4		
						14,609	9	8	
,, Leasehold Redemption Fund—									
450, West Strand, as per last Balance Sheet	£6,582	10	9						
Add Transfer from Revenue Interest, etc., received on Investments	357	6	6						
					248	0	3		
						7,187	17	6	
,, Leasehold Redemption Fund—									
Trafalgar Square Property, as per last Balance Sheet	£3,595	17	9						
Add Transfer from Revenue Interest, etc., received on Investments	248	0	0						
					134	17	2		
						3,978	14	11	
							157,208	10	0
,, Profit and Loss Account—									
Net Profit for the year					81,689	19	7		
Balance from Last Year					4,927	9	9		
						£86,617	9	4	
Less Interim Dividend paid—									
Preference Shares at 5½ per cent. per annum					26,537	10	0		
							60,079	19	4
							£4,251,354	3	11

CATERING MANAGEMENT

	ASSETS	£	s.	d.
<i>Cr.</i>				
By Purchase Price of properties and business and capital expenditure, as per last Balance Sheet	3,715,473	6	11	
,, Trafalgar Square property	11,212	2	0	
,, Investments at Cost—				
On Reserve Fund Account (as per separate list)	167,094	6	4	
On Leaseholds Redemption, No. 1 Account (as per separate list)	127,833	19	4	
On Leaseholds Redemption, No. 2 Account (as per separate list)	13,798	14	9	
On Leasehold Redemption, 450, West Strand (as per separate list)	6,805	0	3	
On Leasehold Redemption, Trafalgar Square Property (as per separate list)	3,683	17	8	
,, Wines, Spirits, Provisions, etc., on hand at cost	125,419	11	11	
,, Sundry Debtors and Outstandings	33,939	2	3	
,, Cash at Banks and in Hand	46,094	2	6	
	<u>£4,251,354</u>	<u>3</u>	<u>11</u>	

J. LYONS AND COMPANY, LIMITED

PROFIT AND LOSS APPROPRIATION ACCOUNT FOR YEAR ENDED MARCH 31ST, 1909

<i>Dr.</i>	£	s.	d.
To Final Dividend on Ordinary Shares for half year ended March 31st, 1909, at the rate of £40 per cent. per annum	66,200	0	0
,, Special Dividend £10 per cent.	33,100	0	0
,, Amount transferred to Reserve	20,000	0	0
,, Set aside for Installation Expenses	10,000	0	0
,, Proportion of Preference Share Dividend to March 31st, 1909	8,333	6	8
,, Balance carried to next account	13,833	1	8
	<u>£151,466</u>	<u>8</u>	<u>4</u>
<i>Cr.</i>	£	s.	d.
By Balance from last account	151,466	8	4
	<u>£151,466</u>	<u>8</u>	<u>4</u>

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDING MARCH 31ST, 1910

<i>Dr.</i>	£	s.	d.
To Salaries, Wages, Rents, Rates, Repairs, Maintenance, Horse-keep and other expenses	827,811	9	3
,, Balance carried down	288,069	6	3
	<u>£1,115,880</u>	<u>15</u>	<u>6</u>
To Depreciation	72,946	10	10
,, Debenture Stock Interest	21,481	16	8
,, Balance carried to Balance Sheet	207,474	0	5
	<u>£301,902</u>	<u>7</u>	<u>11</u>

BOOKKEEPING AND CHECKING

87

<i>Cr.</i>	£	s.	d.
By Gross Profit on Trading, etc., after deducting special Exhibition expenses, to March 31st, 1910	1,110,488	9	10
,, Interest and Transfer Fees, etc.	5,392	5	8
	<u>£1,115,880</u>	<u>15</u>	<u>6</u>
By Balance from last year (as per Appropriation Account)	13,833	1	8
,, Balance being Profit for the year ending March 31st, 1910	288,069	6	3
	<u>£301,902</u>	<u>7</u>	<u>11</u>

BALANCE SHEET

MARCH 31ST, 1910

CAPITAL AND LIABILITIES

To Capital Authorised :—	£	s.	d.	£	s.	d.
400,000 Ordinary Shares of £1 each	400,000	0	0			
500,000 £5 per cent. Cumulative Preference Shares of £1 each	500,000	0	0			
400,000 £6 per cent. Preferred Ordinary Shares of £1 each	400,000	0	0			
	<u>£1,300,000</u>	<u>0</u>	<u>0</u>			
,, Capital Issued :—						
356,000 Ordinary Shares of £1 each, fully paid	356,000	0	0			
500,000 £5 per cent. Cumulative Preference Shares of £1 each, fully paid	500,000	0	0			
33,100 £6 per cent. Preferred Ordinary Shares of £1 each, fully paid	33,100	0	0			
,, Liabilities :—						
First Mortgage Debenture Stock at £4 per cent.	300,000	0	0			
Accrued Interest on ditto, less tax	2,825	0	0			
	<u>302,825</u>	<u>0</u>	<u>0</u>			
£4½ per cent. Debenture Stock	125,000	0	0			
Accrued Interest on ditto, less tax	1,324	4	5			
	<u>126,324</u>	<u>4</u>	<u>5</u>			
Provincial Debenture and Mortgage taken over when acquiring the business of the Ceylon Café Co., Ltd.						
First Mortgage Debenture Stock £4½ per cent.	55,393	4	7			
Second Mortgage Debenture Stock £4½ per cent.	30,000	0	0			
Mortgage	11,000	0	0			
Interest accrued	1,200	7	8			
	<u>97,593</u>	<u>12</u>	<u>3</u>			
Trade and other Creditors, and Credit Balances	261,271	4	11			
Dividends unclaimed	596	1	5			
,, Reserve	500,000	0	0			
,, Surplus on Issue of 25,000 Shares of £1 each in purchase of Ceylon Café Co., Ltd., business, less expenses	32,906	2	1			
Less Goodwill written off	9,985	17	2			
	<u>22,920</u>	<u>4</u>	<u>11</u>			

Applied in reduction of Plant (see contra).

CATERING MANAGEMENT

By Profit and Loss Account :-	£	s.	d.	£	s.	d.	£	s.	d.
Balance as per account				207,474	0	5			
<i>Less—</i>									
Preference Share Dividend from date of last Balance Sheet to November 30th, 1909	16,666	13	4						
Preferred Ordinary Share Dividend to September 30th, 1909	275	16	8						
Interim Dividend on Or- dinary Shares for half- year ending September 30th, 1909, at the rate of £25 per cent. per annum	44,500	0	0	61,442	10	0	146,031	10	5
							£2,323,741	13	5

PROPERTY AND ASSETS	£	s.	d.	£	s.	d.
By Freehold Land and Buildings and Leasehold Premises, Fixtures, etc., as last year (after depreciation) and subsequent outlay, in- cluding Expenditure on Uncompleted Work	1,351,504	14	9			
<i>Less</i> Estimated Depreciation for the year	26,911	10	9	1,324,593	4	0
,, Outlay for Sundry Installation Expenses	7,886	5	9			
<i>Less</i> Written off	7,886	5	9			
,, Goodwill, as per Last Account				39,189	10	0
,, Stock-in-Trade as per Inventories, etc., at cost or under				383,893	8	11
,, Sundry Debtors (after providing for bad and doubtful debts) and other Debit balances				45,685	10	9
,, Insurances, Rents, etc., paid in advance				4,701	13	4
,, Plant, Machinery, Fittings, Ovens, etc., as last year (after depreciation) and subsequent outlay				394,077	11	0
<i>Less</i>						
Estimated Depreciation for the year	46,035	0	1			
Surplus Assets from Ceylon Café Co., Ltd. (<i>see contra</i>)	22,920	4	11	68,955	5	0
,, Sundry Investments and Secured Loans and Interest Accrued after providing an Estimated Depreciation				325,122	6	0
,, Cash at Bankers on Current and Deposit Account and in Hand				81,927	12	2
				118,628	8	3
				£2,323,741	13	5

Weekly Stock Sheet

One of the serious problems which presents itself to the proprietor of a catering establishment is how to ascertain whether he is getting all the returns for his capital and enterprise to which he is entitled. There are at least three possible avenues of leakage. Incompetency, carelessness, and dishonesty. The only remedy for the first is to replace the incompetent by the capable. The two latter causes are more difficult to detect and deal with. Carelessness in the kitchen, carving- and service-rooms, may easily turn a profit into a loss, and it is only by constant observation and supervision that this can be detected and remedied. With regard to dishonesty, the first protection is to get servants of good character, the second is to pay them well, the third is to adopt a system of checks.

No really honest servant will object to checks. The most perfect system of checking the sale of food in restaurants, is where the waiter pays for what he gets in the service-room, either by cash or slip, and delivers a ticket to the customer, who pays the amount of the charge on the ticket at the cash-desk as he leaves. The service-room cash or slips are balanced with the cash-desk tickets, and a fairly accurate check is established, that is, apart from collusion.

The next method is much the same, only the service-room check is omitted. The waiter has a counterfoil book of consecutively numbered pages. When a customer is served, the waiter makes out a check indicating the amount due which the customer delivers up with the amount at the pay-desk. The waiters' counterfoils and the checks are subsequently balanced.

Neither of these methods is applicable to the cheaper kinds of restaurants where the customer is served and pays at the bar and takes his purchase to the table himself.

In this case, a cash register is a partial check. The bar attendant is supposed to register each separate customer's payment. The machine strikes up the amount on the ticket in the presence of the customer. There are two difficulties in the working of this check. First, the average customer never troubles to look to see what is struck up on the machine, he is too intent on getting away with his purchases, then, besides, it is no business of his to detect the attendant in fraud or error, and if he saw a wrong figure struck up, he would probably not take the trouble to draw attention to it. The second difficulty is that in a quick trade, and at meal-times' rush, the system breaks down, as it is impossible for the assistant to register every individual purchase with a hungry, clamouring crowd waiting to be served. The great advantage of the cash register is that when money once gets in it must be accounted for—or shown to be missing—and is thus vastly superior to the open till.

What then has to be done to secure a fairly accurate check?

There is a system which is applicable to all classes of the catering business, high-class restaurants, popular dining-rooms, working-class coffee - taverns and eating - houses, and temperance hotels. This

is the weekly stock sheet kept by the manager, showing exactly the quantities of goods used in the house, from which is calculated what it should produce in cash, and which sum is compared with the actual cash returns. Experience shows what percentage of gross profit a given business should yield. A fair average is 40 per cent. That is, in every 20s. received, there should be a gross profit of 8s. If it is found that the percentage is less than it should be, the proprietor should at once inquire into the cause. It may be that mistakes in stock-taking have occurred, errors in figures, carelessness in handling goods, or lastly, dishonesty. By careful investigation the cause can eventually be definitely located, and suitable action taken to rectify matters.

Appended will be found a specimen copy of the weekly stock sheet referred to. It is printed on both sides. On the one side the checking arrangement, showing the stock on hand at the beginning of the week, the goods received each day being added. The stock at the end of the week is deducted, the result showing the exact consumption.

On the other side of the sheet, provision is made for recording the daily cash receipts in detail. Incidental payments out of cash are also shown.

If there are credit accounts, they are entered in columns provided. Columns for employees to sign for wages are also included, so that the weekly sheet becomes a detailed record of the whole of the transactions of the business, and in this form easily lends itself to auditing purposes.

It may seem an elaborate system, but it works smoothly in practice, and the very fact of having it, and the knowledge that the proprietor knows at the end of the week whether the requisite gross profit has, or has not, been made, is a most powerful incentive to employees to keep things straight, and to avoid any of the causes of loss which have been referred to.

The proprietor, by making a calculation of the amount of all working expenses, rent, rates, gas, etc., for a week and deducting from the gross profit, can, for his own information, ascertain the exact net profit made week by week.

All goods as they are delivered should be checked by the responsible officials, any deficiencies noted on the invoice, and the invoice initialled before being sent to the office. The goods may be entered in the department stock book either from the invoice or a duplicate. In some firms most of the perishables go direct to the kitchen department. The *chef* is debited with the gross amount and credited with the amount supplied through the service-room or over the service-counter. Goods placed in store should be entered by the storekeeper in a stock book and only served out against signed or initialled checks taken from a counterfoil book.

Goods taken from kitchen, stillroom or bar should be paid for by the waiters or other attendants by means of cash, counters, checks or slips, the latter two bearing the waiter's number. Checks and slips should be of different colours for each department. It is quite common for waiters in coffee-rooms, billiard-rooms, etc., to pay at the beginning of

Week ending, 19.

"BONA VENTURA" HOTELS AND RESTAURANTS, LIMITED.

Week ending,

19

Week ending

19

	RECEIPTS <i>f s d</i>	CASH REGISTER <i>f s d</i>	INCIDENTAL EXPENSES <i>f s d</i>	ACCOUNTS OWING <i>To be entered in Ledger at Office</i> <i>f s d</i>		OUTSTANDING ACCOUNTS <i>Ledger At J P H D</i> <i>f s d</i>
				Provisions	Other Expenses	
MONDAY						
TUESDAY						
WEDNESDAY						
THURSDAY						
FRIDAY						
SATURDAY						
	WEEKLY TOTAL					
	TOTAL—FOOD					
	BILLIARDS					
	BEDS					
	SUNDRIES					
	CREDIT					
	LEDGER					
	INCIDENTALS					
	TOTALS					

NOTICES.

Stock to be taken every Saturday night,
and also on the last day of each quarter,
i.e. March, June, September and December

Stock of Movable Plant and Utensils
to be taken on the last day in each quarter,
i.e. March, June, September and December

An invoice must accompany each delivery
of goods. Managers to see that the quan-
tities prices extensions and additions are
correct and if so attach their initials to the
invoice. When not correct send back to
the parties from whom the goods came for
alteration

Stock Sheets to be posted daily. Hand
the same with all invoices and delivery
notes attached to the Managing Director
or his deputy every Monday

All incidental expenses and receipts to
be entered on Saturday

No Food is provided for the Company's
servants. Nothing is free except liquid
Tea, Coffee, Cocoa and Soup and these
only when on duty. Everything else to be
entered in the book provided and paid for
to the Manager at full tariff prices at the
end of the week

None of the Plant belonging to the
Company to be sent out of the houses
without the permission, in writing, of the
Managing Director

Signed

Manager,

Stock Sheet to be ready not later
than Monday in each week.

WAGES.

WEEK ENDING

19

Saturday.

AMOUNT	Signature of Receiver	PAID FOR TODAY
		5 d

S d	WAGES.		
	WEEK ENDING		
	Saturday.		19
	Amount	Signature of Receiver	PAID FOR FOOD.
			s d
	Stock to be taken every Saturday night, and also on the last day of each quarter, i.e., March, June, September and December		
	Stock of Movable Plant and Utensils to be taken on the last day in each quarter, i.e., March, June, September and December.		
	An invoice must accompany each delivery of goods Managers to see that the quantities, prices, extensions and additions are correct, and if so, attach their initials to the invoice When not correct, send back to the parties from whom the goods came, for alteration		
	Stock Sheets to be posted daily Hand the same, with all invoices and delivery notes attached, to the Managing Director or his deputy, every Monday		
	All incidental expenses and receipts to be entered on Saturday		
	No Food is provided for the Company's servants Nothing is free except liquid Tea, Coffee, Cocoa and Soup, and these only when on duty Everything else to be entered in the book provided, and paid for to the Manager at full tariff prices at the end of the week		
	None of the Plant belonging to the Company to be lent out of the houses without the permission, in writing, of the Managing Director		
	Signed		
	Manager.		
	Stock Sheet to be ready not later than Monday in each week.		
	Total	Received from Managing Director,	
		SIGNED	

the day for a certain amount of counters, with which they pay for the goods, and collect the cash from the customers. This saves much confusion, although it is not without its drawbacks.

Cellar work is somewhat peculiar. The cellarman, like the storekeeper, is responsible for all goods received. He initials invoices, enters quantities, etc., in his stock book and serves account against checks, but ale, stout, wine and spirit casks broached and connected with bar engines and pumps are treated as wholesale transactions. His stock book is generally ruled as follows : Date ; Quantity Received ; Number of Bin ; Quantities Issued (rulings for 31 days) ; Totals for Month ; Breakages and Ullages ; Stock on Last Day of Month ; Remarks.

A common form of check consists of plain counterfoils, each part stamped with the waiter's number. The waiter then merely marks the check $\frac{1}{4}$, $\frac{1}{2}$, 1, meaning quarter-, half- or full bottle, with the number of bin or on wine list.

At the end of the day the cellarman makes out his issued sheet. This contains columns for Quantity ; Bin or Wine List Number ; Price per Bottle ; Amount. These forms go to the office and are checked with amount charged to visitors, bar, etc.

Bar Daily Stock Book.

This book should be ruled to record Stock at Beginning of Day ; Stock at Close of Day ; Amount Received from Cellar ; Consumption During Day ; Price per Bottle ; Amount Taken. It is advisable to have rulings on the foot of the page for Cash in Hand, giving details of Gold, Silver, Copper, Notes, Department Checks.

Checking Control.

Now, as to checking control, which is distinct, although co-related and an aid to actual bookkeeping. There is no hard and fast rule applicable to all kinds of restaurants and hotels. Therefore, checking systems have to be modified or adapted to the circumstances and conveniences of the establishment ; hence we find no two systems exactly alike, although all agree in one fundamental rule of "No check, no goods." In other words, no goods may be passed to the servitor without payment or its equivalent.

It is not advisable to use a complex system in a quick trade establishment, as this would inevitably retard the quick service of the waiter, thereby lessening the takings. On the contrary the simpler the system the better, providing always that it is a sufficient safeguard against pilfering, and the misplacement of items on the customer's bill. This unfortunately happens, owing primarily to a faulty checking system. Where a more rigid system is in force no such loopholes are left for temptation. We will deal first with quick trade restaurants. The system which answers best and is being universally adopted is that the customers pay their bills at the pay-desk when going out, which has every great advantage and only a very few minor disadvantages. The principal

disadvantages are that the waiter cannot in equity be held responsible for payment once he has given the customer his bill ; that in some establishments an infinitesimal percentage of bills remain unpaid through design or absentmindedness on the part of the customer, but this can be guarded against by stationing a page boy at the door, ostensibly to open the door for the client, but with the two-fold purpose of politely reminding him in case of necessity of the position of the pay-desk.

It may be well to mention here that this system would be strongly resented by the patrons of high-class restaurants, and it is always advisable in these establishments to allow the waiter to take all customers' bills to the desk, which, however, does not materially alter the system.

But in the former establishments, no deviation from the rule of the customer paying can be allowed without endangering the whole system, and this rule must be strictly enforced without any exceptions.

The cashier on receiving payment should file the bill and in her spare moments fill up a tabulated cash receipts sheet, tabulated with the waiters' letters, one column for each letter intersected in two spaces, one for the bill number, the other for the amount of the bill :—

The cashier will be able to find out at once whether there is a missing bill, and will at the end of business east up her columns and compare total with cash, less float.

SPECIMEN OF WAITER'S BILL FOR RESTAURANTS

Serial T	Bill No. 45				Counterfoil to be left on pad
RESTAURANT COSMOPOLE					
Hors d'œuvre					Wordings as per re- quirements of restaurant.
Potages					
Poissons					
Entrées					
Rôtis					
Légumes					
Entremets					
Grillades					
Variés					
Diners à Prix-fixe					
Vins					This space must <i>only</i> be filled up for cellar and bar goods.
Café					
Liqueurs					
Cigares					
Total					
No. of Persons	Waiter A	Serial T		Bill No. 45	

The bills should be in pads of 100, eardboard backed, and of a size to allow being carried in breast pocket, serialed by letters and numbered up to 100 or 1,000, according to requirements. It is of the utmost importance for the waiter to fill in the counterfoil in order that he may fill up his waiter's account slip at the finish of business, and also that the space at the bottom left hand corner should be filled up with the number of persons the party consists of.

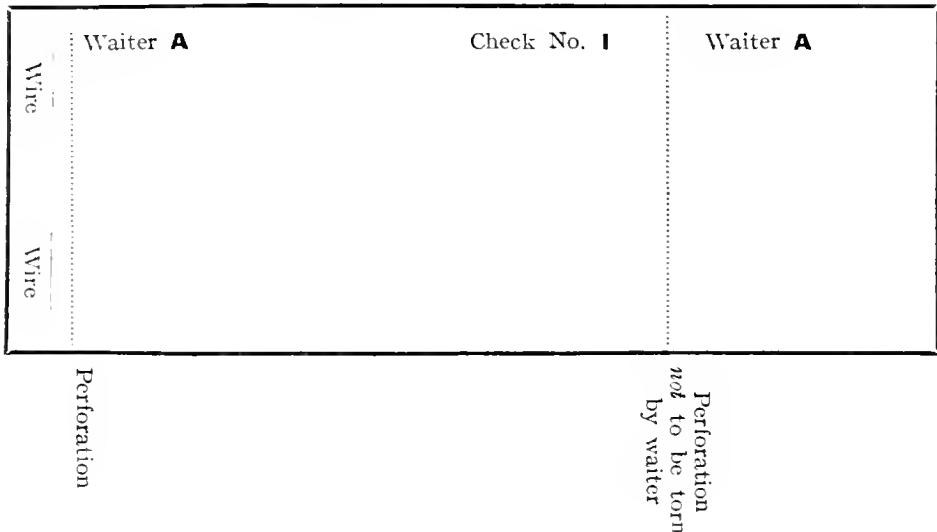
Where possible not more than one bill should be made out for each party.

It must be particularly noted that no bill may be destroyed—and the original must be left at the desk by customer.

CATERING MANAGEMENT

A copy or duplicate may be given to an insistent customer *by the cashier only*, who should be provided with a duplicate bill book.

SPECIMEN WAITER'S CHECK



Check pads of 100 should be of size to allow being carried in waist-coat pocket. They should be printed up to 100 or 1,000, according to requirements, and *not serialized*.

This form of check is adaptable to all restaurant businesses. The first section is for writing out the order—the second is torn off by the despatcher of goods and placed on the article when sent up. This avoids miscarriage and should prevent waiters taking each other's goods. Should restaurants contain more than one room, different coloured checks should be used ; the same remark applies to bill pads. It is also adaptable for hotel use with an additional wording for bedroom number.

SPECIMEN WAITER'S ACCOUNT SLIP

Date	Waiter
Room	A
Signature	
Bill No.	
Total	

The waiter's account slips should be filled in with first bill number before start of business, and after business filled in from the bill counterfoils cast up and sent or given in to checking control office and *not* to cashier.

The importance of this slip will be noted that at a glance the office may see whether these takings tally with cashier's receipts sheet, and thus acts as a control on cashier.

CATERING MANAGEMENT

SPECIMEN COMBINATION CUSTOMER'S BILL AND
WAITER'S CHECK

Bill No.	Café Populaire			Waiter A	Bill B I	Bill B I
Serial B. I	Goods, etc.					Waiter A
Waiter A					B. I	B. I
Counterfoil	Wines, etc.				A	A
	No. of Persons	Waiter A	Serial B	Bill No. I	B. I	B. I
£	s.	d.			A	A
Perforation			Perforation			Perforation

The above is a suggestion for a combination bill and check pad. The advantages are obvious: as the waiter writes his check, he should put the amount on the bill and therefore he cannot forget to charge for any goods. The checks are detachable and should the number (which can be increased or decreased according to requirements) not be sufficient for any one bill, the ordinary check pad can be brought into requisition. It is important that all unused checks should be saved until the finish of business and sent in with waiter's account slip enclosed in an envelope. One young checking clerk can control 1,000 bills daily with ease. This type of combination bill and check pad is particularly suitable for light quick trade restaurants or tea-shops.

CHAPTER IV

THE ART OF ADVERTISING

PUBLICITY is an important factor in the successful conduct of any business, not the least in all branches of the catering trade. In some form or other every establishment, whether hotel or boarding-house, fashionable restaurant or popular eating-house, must advertise to make itself known and attract custom. The real art consists in adapting the best means to the end according to the circumstances of individual cases. It is the individual note which is of importance, but there are certain broad lines that may be laid down for guidance.

The use of the word "advertisement" in connection with the business of boarding-house management at once suggests the daily newspaper, with its crowded columns of diminutive announcements, in every one of which the art of condensation has been carried to such an extreme as to render many of them unintelligible to all but the most painstaking student of signs and symbols.

Press Advertising

This notwithstanding, there can be no doubt that the daily newspaper is a most valuable medium not only for the purpose of the boarding-house keeper during the holiday season, when readers naturally scan the announcements hailing from their favourite places of resort, but for the hotel and the restaurant. The general opinion seems to be that the evening paper is better, from the boarding-house point of view, though this need not always or everywhere be assumed to be the case. People's views on a point of this kind are naturally coloured by their experience, and theoretical demonstrations of comparative advertising values are useless in the face of that practical experience. Both in London and the large provincial centres, then, it is the evening paper rather than the morning which holds pride of place for this class of establishment. Since steady daily advertisement during the holiday season, or at any rate frequent announcement, soon runs up a big bill, condensation becomes an urgent necessity in newspaper advertisement work, and some very ingenious hieroglyphics are occasionally the result. Of course this kind of thing can be overdone, and advertisements sometimes degenerate into mere jumbled masses of letters and figures with no apparent meaning except to the ingenious compiler. The only way to guard against this danger is to be content with saying very little, but that little in unmistakable fashion. Attractions should be stated simply and terms clearly. For instance, "On front, 5 mins. station" gives one a fair idea of the situation, while "5 m. st." conveys little or nothing, and is so much waste of print. Similarly, "July, 25s., August, 28s,"

CATERING MANAGEMENT

tells its own tale, and tells it well ; while " J, 25, A, 28 " are meaningless symbols and could be dispensed with for all practical purposes. Brevity is, of course, a necessity, but it should not be sought at the expense of clearness and, above all, attractiveness, because it often happens that an indescribable something about the wording of an advertisement, even though it be only a tiny announcement in small newspaper type, is what sticks in the memory and finally brings the visitor along.

Judging by results is what will appeal to all advertisers who know their business, and it should not take them long to judge as to the comparative values of two or three competitive mediums. But because you have found one lucrative field, do not therefore imagine that there are no others. Advertising is an expert's business and is a highly complex subject, demanding considerable skill and very great watchfulness. And while the boarding-house keeper may not be an advertising expert he can acquire sufficient confidence in handling his publicity department to make necessary changes from time to time, and so avoid wasting money in out-worn directions.

It goes without saying that the first and natural field for newspaper advertisement will be found in the large town or towns from which one expects to get visitors. Generally speaking, a radius of about a hundred miles in Great Britain may be taken as marking the "territory" of a given seaside holiday resort. But obviously to any such rule there must be many exceptions. Towns like Ilfracombe and Llandudno, Brighton and Scarborough may be said to have a national reputation, and so to be independent of any such arbitrary limits. In similar fashion Bournemouth and Great Yarmouth, opposite to each other in many respects, and serving practically as south-western and north-eastern extremities of the London holiday group, are both over a hundred miles from their common "centre," the latter, with a clear margin of thirty miles to spare. Allowing for all such exceptions, however, the principle remains, and should be borne in mind, especially by those in the more modest resorts, with a view to the profitable placing of the advertisement. In London and other great centres hotels and boarding-houses will draw their clients largely from within their own limits.

Railway Guides, etc.

Then, in addition to the newspapers of a given district, there are the railway and steamer companies' publications ; the ambitious guides in some cases issued by municipal corporations and improvement committees, as well as the general time-tables and guides which have a "universal" circulation. The territory of a railway company depends on its length of track, and the question of radius does not bulk so largely as with the newspaper, so that it is usually good business to take advantage of the easy terms offered by the company for a place in the railway literature. This kind of advertising does not permit of tracing effect quite so readily as with the daily press ; but those who have tried it say that they are well content with results, though these may be difficult of proof.

The same thing exactly applies, but perhaps in a more marked degree, to the publications of the passenger-carrying steamship lines, such as those which run the down-river holiday boats from London, Liverpool, Glasgow, Bristol and other populous ports. These publications usually fall into the hands of people who are, first and foremost, potential customers of the holiday home.

Lists of hotels, boarding-houses and apartment-houses issued for the general good by public or semi-public authorities are so numerous, and usually so good, as scarcely to need commendation here.

All the foregoing are what may be called primary mediums for advertisement. The secondary mediums are scarcely less important, though we prefer to deal with them comparatively briefly here. First among them comes the booklet, some particularly neat specimens of which lie before us as we write. One in particular—sent out by a Blackpool boarding-establishment—is just the size to go into an ordinary envelope without creasing, is well printed, and contains just the detailed information a prospective visitor is likely to be in need of, accompanied by a couple of clear half-tones, one showing the house itself, and the other the sea-view from the house. That in a few lines tells the story of the booklet which is intended to be enclosed with letters of reply to inquirers, and which is in many cases preserved for years as a souvenir, serving all the time as a permanent advertisement. These things should not be scattered about carelessly, like cheap handbills, but every one of them should be "placed," so that good print should not be wasted.

The provision of neat but inexpensive picture postcards, showing a view of the house, for the use of boarders, is good business for the reason that human nature being human nature, "something for nothing" rarely appeals in vain, and the cards are used for correspondence with distant friends, to the enhanced reputation of the establishment. The only requisite is a due sense of proportion in so designing the card that it will serve as a capital advertisement while not seeming to do so. As with picture postcards, so with the headed notepaper for boarders' use. It is rare for this sort of thing to be abused so long as the management evince care for the cleanliness and good order of the stationery supply; it is bound to be appreciated, and its advertising value should be fairly obvious.

Local Guides

As regards booklets, many hotels issue dainty little local guides to their visitors—this is done even in London. Sometimes they are individual productions, specially got up by the hotel, and then they usually contain a few advertisements of local tradesmen—if the establishment is important enough even announcements by some of the manufacturers who contract for the liquid or other supplies. In this way the cost of production may be substantially reduced, though it can rarely be covered. In other cases such guides can be purchased quite cheaply from certain publishers who make their profits partly on the bulk sold to various

establishments, and partly on the sums paid by advertisers, who are assured a wide combined circulation. These latter, though, are not so effective as the smaller individual booklets, which remain as a more or less permanent reminder.

Finally, brief mention may be made of the practice followed by many hotel proprietors of sending out, at Christmas and New Year, attractive souvenir cards to all holiday visitors of the previous season. This is decidedly effective, and leaves a good impression behind.

This, of course, is not appropriate for the big hotels, with their lengthy lists of "transient" guests.

Souvenir Advertising

Souvenir advertising is another method which is to be commended. Valise labels, porcelain plaques with views of the hotel, boxes of matches, souvenir books, etc., are often very much appreciated, and have far-reaching results. Artistic menu cards can be used most effectively. In fact, this is in itself an important feature in hotel advertising. The press and publicity bureau is a modern twentieth-century method of hotel advertising, and the great new hotels could adopt it with advantage. It is one of the best and least expensive methods that can be used in securing hotel publicity.

On this question of publicity we find the hotel proprietors on the other side of the Atlantic considerably more keen than the average proprietor in this country. Not only do the American hotel men lecture and write on the subject, but they see to it that they practise publicity in a wise and judicious manner. To quote Mr. Loren R. Johnston, a well-known New York proprietor, the hotel man, as an advertiser, with some exceptions has too long adhered to a fixed method that is the same to-day as it was many years ago. His hotel is advertised as the "Leading Hotel" in such a place, and perhaps in the same column his competitor claims the same distinction; and the fact of the matter is, a sameness prevails among all advertisements for hotels, big and little. Yet the field for hotel advertisers for original and unique ideals is unlimited. No business offers the basis for the use of such varied ideas, and likewise no business requires the careful living-up-to of promises made and inducements offered to the extent that this one does. This, because a man's material comforts are involved, and his food and rest are sensitive points with him. Promise fresh eggs for breakfast, and give him stale, and your advertisements about "unsurpassed cuisine" are offset by a living, travelling witness to the contrary. Offer in your "Leading Hotel" modern accommodations, and furnish cold, poorly lighted rooms, with inferior beds, and you have started a ball rolling that tends to destroy the confidence of the travelling public in any promise you make. It is the main thing, then, to have beyond doubt what you offer for sale, as spurious "goods" will not go, even though you are the premier advertisement writer of the profession.

Each hotel man has his own methods in endeavouring to reach and influence the traveller through publicity. "To me," says Mr. Johnston,

"the careful attention to, and consideration of, the people of my home city is the basis of all my publicity work. Why? Because every traveller coming to this city comes with goods to sell or business of some nature with someone here. The influence of my neighbours and the fact that they consider my hotel the best, certainly bears weight with the visitor coming from the outside. So if there is a banquet for the Chamber of Commerce, the secret societies, a little private dinner for a few, or if I can send out and assist in some function myself, the house and my employees are always at the service of my townsmen, and at a most moderate profit. Thus do we gain our selling publicity.

"I believe in my home city. I believe in its growth and expansion. I count its business men of ability as great, big cash assets. I believe, and so say to my townsmen, that my hotel is an integral part of the city, to a greater extent than any other business in the city. A stranger within our gates goes to an hotel. His impression of that city is formed instinctively through his comfort and treatment at that hotel; and in my hotel I make it a point to forget any of the little drawbacks our city may have, and talk to him of the good things we enjoy. So I say, that, first of all it is a good business to co-operate with the city government, its business men, and the plans and schemes of each for enlargement, improvement and increased business activity. In my advertising I devote a considerable portion of my effort for the city's good, because the city's success is my success. You must be broad about this matter if you wish to build a firm and eventually great success. Across every letter I send out there is printed in red a few facts in favour of our city. The same is true of nearly everything I print. This interest in the welfare and doings of our city is after all the same as all endeavours—a selfish one—but too few are broad enough to embrace the great possibility for lasting publicity to be had in this way. A favour or an accommodation even at some cost of time and labour is good advertising.

"My effort, in the main, is to use a medium that is entirely unique and different, or with a value that ensures constant use on the part of the recipient. A seal leather pocket-book, especially useful to insurance men, with 'Appreciation of your patronage' in gold, was most useful. Then a folding bill book did most excellent service. Several booklets with striking covers of odd design, catching the eye and holding attention by their entire difference from other books. Postcards of extraordinary appearance. A recent one, entitled 'The Big Guest at the New Woodruff,' was very successful. An actual photograph showing the house, and by clever artist's work two enormous feet shown protruding from the windows, open suit case on the pavement, coat and collar hanging on a tower, hat on the monument, and shoes of gigantic proportions thrown down as taken off. Another card, equally effective, shows the public square apparently flooded, and boats of all descriptions sailing about. On an opposite corner, where ears are usually standing, a familiar figure is fishing from a boat. Other cards of striking conception proved great mediums. Great care in having attractive menu cards is a most excellent and in-

expensive way to interest the public. Now and then a letter of commendation from some visitor, reproduced from the original, with a note to patrons enclosed, is appreciated. I make a practice of securing from everyone possible their names and addresses and that of their firm, and follow them up with unique cards and letters. One recently issued gives an outline map of the U.S. with a huge red arrow pointing to our city, marked 'There is Business for You Here.' Another effort was a 'Booster Book' in attractive covers, containing a dozen cards of the house the size of an ordinary business card, the cover bearing the request that our friends please use them for us when opportunity presents. A gold seal, gummed, embossed with 'Forwarded from the New Woodruff,' to put on all letters forwarded from our office, has proved interesting.

"The personnel of an hotel is of much importance. Quite eighty per cent. of the employees come in contact with our guests. It is good advertising to have them properly trained and on the look-out for suggestions to you. I place in each room periodically a sanitary envelope containing tooth brush and powder, for the comfort of guests. While the cost of this is small, each recipient finds it of value enough to keep and to speak to fellow travellers about. In each room I have placed a neat little bag containing a flannel cloth 'For Cleaning Your Shoes.' Every day or so some traveller tells me it's a great scheme, and he 'never saw it done before.' A hook, with neat little card in each room, 'Please Don't Forget Your Razor Strop,' has been greatly talked of. A 'water wagon' stocked with good cigars and refreshments making a stop at each room just before lunch on Sunday, 'With the compliments of the House,' is not the least talked of thing we do. We never fail to send flowers to the rooms occupied by ladies or children at least once during their stay.

"So after all is said, it is the 'out of the ordinary' thing that has told with me. I can vouch for its efficiency, and urge you to 'go and do likewise.'

As regards the restaurant specialising both in media and methods is still more imperative. The high-class establishment should be recommended by announcements which are attractive yet dignified. With places of established and wide reputation a mere cardlet will suffice. Often a daily menu with name, address and price is very effective. For popular restaurants and refreshment places something more arresting and definite is advisable.

Just as the secret of success is almost always some form of specialisation in catering, so this business-building principle enables advertising to be made equally special in its pulling power. To advertise means to "turn towards" (from the Latin *verto* to turn, and *ad* towards or to), but it is very hard to turn patronage or attention to what is merely ordinary, much less retain it. One large provincial vegetarian restaurant made many converts of its customers for egg and milk lunches by vegetarian maxims and health proverbs on the rims of the soup plates and other services. In the same way a good sign and a good catch-word or line on

bills of fare, posters, sandwich boards is possible and profitable if there is suitable specialisation in the menu to warrant it. As examples that will serve to suggest suitable lines of individuality the following may be cited. For snackeries, for instance, the advertisements in the press, on the menu board, and elsewhere should have at the top, as a bold and tastefully displayed headline :

"Variety is the Best Aid to Appetite."

LIGHT LUNCHES. ENTRÉES (or Fish or Veg.), our *forte*.

• 15 Varieties at No. 15 Blank Place •

Cheese Snacks : Choose from 10 Kinds

— at the —

"EVER-READY SNACKERY"

(*Expedited Service ALL DAY*).

Live Well to Keep Well—so Feed Well

(At So & So's).

GOOD LIVING is not necessarily HIGH LIVING

Get it Good at

Then for the better class eating, where a wider choice and more *recherché* dishes are offered, remind the gourmet and silence the apostle of lentils and water thus :

Hunger is a Good Sauce 

Still, Good DIGESTION demands

12 to 3 p.m.

at:-

D D AINTY DISHES.

"The Selected," Modern Square, Everywhere.

Good Food means Good Health.

Get BOTH at the
"P. B. G." Restaurant.

(Plain) (but) (Good)

Displaying Advertisements

There is yet another feature of advertising which is of importance to eaterers of every degree, and that is the extent to which advertisements may be displayed in the establishment itself. This can be carried very far indeed, for it usually means an immediate and tangible increase of profit. But it may be stated that as the result of experience broadly speaking the higher the class of the establishment the less is the ostentatious display of trading matters allowed. In the bar, smoking- and billiard-rooms no great harm is done by the exhibition of neat advertising cards, of fine pictures, handsomely framed, but designed to make known the special merits of some particular brand of beverage or food. Often the latter are decidedly ornamental, of far higher art value than the ordinary run of oleograph, print or easy oil painting, because they are usually by masters of the craft and the advertising point is made with discretion. Such things are, of course, offered free to customers, plus a concession on the next invoice, based partly on the value of the custom and largely on the standing of the establishment. Handsome wine and spirit urns, match-stands, ash and waiters' trays, besides many other articles, can be had on the same terms. Beef-tea cups, mustard pots and salt cellars are also freely at the disposal of hotels and refreshment places of all kinds. A substantial saving may be effected in the cost of equipment in this way by those prepared to enter into contracts for the regular purchase of certain brands of goods. Some of the leading eaterers take advantage of such facilities, and even make a charge, or obtain a special discount (which comes to much the same thing), for making the display. Obviously this kind of thing cannot be permitted on a well-laid table, amidst expensive glass, plate and napery, with beautiful flowers about.

Then we have the advertising menu. In some cases these take the form of beautifully decorated menu cards or wine lists, referring in a more or less veiled way to the specialities of the firms who supply the cards free. In other instances we find the large bills of fare of refreshment places "adorned" with cards extolling So and So's jams, pickles, or condiments, advertisements which are paid for by means of hard cash or discounts on invoices. Heavy concessions can be secured when some novelty is being placed on the market.

Advertisements make their appearance even in the domestic departments of hotels—in bed-, dressing-, and bathrooms. These usually take

the form of framed cards advertising soaps and other toilet specialities, haberdashers, milliners and other tradesmen, and even chemists and dentists.

The temptation to secure these extra profits is no doubt great, but it is often rather a snare unless the thing can be carried out on a big scale. The man in a small way of business can gain (or save) little thereby, for his trade is not substantial enough to enable him to impose terms, and in certain cases suspicion may be created or offence given, unless great discretion is shown. To the large catering organisation there is substantial profit in it; to the individual the gains are generally too small to matter.

Custom has sanctioned the practice of lavish advertising in bars, and largely so in smoking-rooms, so little harm can be done thereby in these departments, or, again, in the garage, where announcements concerning motor spirit and outfits of one kind or another can often be profitably displayed.

It must be remembered that tied houses are subject both to obligations and restrictions in this aspect of the advertising problem. And this very fact should make the free man wary in placing himself under any yoke, or in an invidious position, for the sake of a little immediate advantage, which may turn out more than illusory. Certainly those who are anxious to attract a regular and discriminating clientele should avoid everything seeming to suggest trade bias.

CHAPTER V

LAUNDRY WORK

LAUNDRY work forms a notable item in the expenses of a catering concern of any pretensions. For table linen, good of its kind, kept scrupulously clean is a conspicuous mark of ambitious management that no wise caterer will forgo. The kitchen and scullery cloths should be plentiful for comfort's sake. Often to these must be added the washing and ironing of overalls, jackets, or aprons, collars and caps for the staff. In hotels and boarding-houses there is the further addition of the bed and household linen. All this means money, which multiplied fifty-two times mounts up at the end of the year to sums that are anything but negligible. Moreover, if it is to last well, linen must not be over-soiled and must be carefully treated in the wash. Under these circumstances many caterers decide to act as their own launderers, thus adding another branch to their undertakings.

Home Work and Contract Work.

Before such a decision is taken many things have to be considered. In these days well equipped and carefully managed steam laundries are plentiful, more than one being within easy reach of any catering establishment. Now, as in most cases the work that the caterer or the hotel keeper has to give out is considerable, fairly uniform in quantity throughout the year, and generally not too dirty (except in the kitchen and scullery items), most laundries are anxious to secure the custom and readily make fair concessions for a time contract. Indeed, in London and a few other large cities, there are big laundries run by experts who devote their whole attention to hotel, restaurant, club, and school work. They are organised for dealing with this kind of business promptly, making daily collections and deliveries. Naturally such establishments are able to offer special favourable terms to caterers in an extensive way of business, whether for trade work only or including hotel guests' custom. It places the transaction on a wholesale or factory basis.

Contract work undertaken by a responsible laundry does undoubtedly offer certain advantages to caterers. When this system is adopted there is no necessity for finding additional capital, the difficulty of providing suitable quarters for the laundry and the trouble of supervising a special staff are also avoided, while a considerable amount of responsibility is shifted on to other shoulders. The trading laundry can usually deal with sudden emergencies. As regards cost, contract prices are generally fairly close. In arriving at the cost for home work the caterer must take into account interest on capital invested in machinery and equipment, sinking fund, rental value of the quarters occupied, wages, insurance,

and allowances for losses and damage, the last item being a serious matter where hotel visitors' work is undertaken.

Home laundry work, on the other hand, if properly managed may save much trouble and money. Given an adequate supply of good linen and careful supervision, the articles should not be greatly soiled, and therefore the cleansing process should be neither long nor difficult. A properly trained staff dealing with such special work as this ought to be able to reduce wear and tear to the minimum, thus effecting a notable saving. Moreover, with a laundry or a washhouse as part of the establishment, the special needs of the concern from day to day can be better met, and certain economies realised in the interchange of labour. The capital involved need not be heavy in ordinary cases.

When we speak of a laundry, even of a steam laundry, we are not dealing with a definite quantity. We may have merely a washhouse with boiling trough, a "dolly" washing-machine and wringer combined, or copper boilers plus a small washing rotary machine and ironer with gas- or steam-heated rollers. As against this we may have a full establishment laundry, with a suite of three to six rooms, equipped with the latest types of costly mechanically driven washers and ironing machines. It all depends upon the aims of the proprietor, who will base his plans upon the amount and character of the work to be dealt with.

Take the case of a rather large tea-room venture or a busy popular dining-room business. All that would be required would be an ordinary "copper" boiler, with trough or tub and scrubbing board to deal with kitchen cloths, a "dolly" washing and wringing machine combined, or a small rotary washer and a rubber roller wringer, with a double cylindered mangle or ironing machine. The whole outfit is neither costly to buy nor to manage, and presents no difficulties for housing. Such facilities as are here enumerated can be extended to meet the requirements of each particular business. Whether it is better to have large machines or to duplicate small ones depends upon circumstances, as will be explained later on.

The opposite picture to this is the great steam laundry erected and equipped at a cost of over £10,000 by the catering and hotel department of one of our leading railway companies. It is understood to more than pay its way.

Certainly as regards hotels, some kudos is to be gained by the mention of "private laundry" in all advertising matter, on cards, prospectuses and bill heads. Having complete control of the establishment great care can be exercised in all departments and quite handsome profits can be earned on customers' laundry bills when the house is frequented by a good class visitor.

Let us consider what a model establishment laundry would mean, bearing in mind that the description is only intended to give an idea of the routine, the division of departments and the types of appliances used. The modifications capable of being introduced, are, of course, endless.

Private Laundry Equipment and Routine.

When possible a laundry should have at least four main rooms or departments : (1) Receiving-room ; (2) Washhouse ; (3) Ironing- and drying - room ; (4) Sorting- and despatching - room. Where space is limited, a corner of the washhouse may be fitted up for the receiving work. If the laundry is run by steam power, the boiler and engine house should be outside the washhouse, and if possible have no direct communication with it, as it is desirable to keep all dust and smoke out of the working departments.

Receiving-room.

This room should be provided with a good sized deal table, shelves round the walls and a number of trolleys of wickerwork or wooden slats. As the parcels of linen are received they are at once counted and checked with the lists which should accompany them. If personal or body linen is being dealt with, it should bear some identification mark, corresponding to that on the lists. Failing such marks, tape numbers may be tacked on. The next thing is to sort out the different classes of articles into separate trolleys. All table napkins go into one heap, tablecloths into another. Then glass cloths. Kitchen cloths should be separated into moderately clean and greasy. Household articles are divided into towels, bed linen, dusters, curtains. Personal linen into collars and cuffs, shirts, socks and stockings, linen underwear, woollen underwear.

When any piece requires special treatment it should be marked by the sorter. This is best done by affixing a large red tab, which may be of paper, because it is merely intended to call the attention of the washhouse staff. All items which are badly torn should be attended to before they go into the washhouse, as a few stitches in the receiving room will prevent further damage. Stained goods must also receive attention before being washed, as heat and alkalies have the effect of fixing many stains. This preliminary work may be attended to by the sorters. Thus tea and coffee stains are stretched over a cup or bowl and very hot water poured over them, the linen being gently rubbed. Fruit and wine stains are similarly treated, salt being rubbed in. Wax should be removed with a hot iron and blotting paper.

Having been checked and classified, the bundles pass on to the

Washhouse Equipment

This should be a well lighted and ventilated department, with hard, non-absorbable and drained floor. Against the walls should be a "copper," either heated by coke fire, gas jet or steam. Next to this should be hand washing troughs or tubs. These may be of hard wood, metal or glazed fireclay. The two latter are preferable, because if fitted with steam as well as hot and cold water supply taps, the whole process of washing and boiling can be carried on in them. They are intended for washing very soiled and coarse articles, and also woollen and delicate materials,

all of which require personal attention. Scrubbing brushes should never be allowed; but corrugated scrubbing boards are useful. Very dirty articles will have to be steeped, usually in tepid water. Kitchen cloths covered with grease should be boiled. The bulk of the linen, however, will be placed directly into the machines without any preliminary treatment, making up the "loads" according to the classes as already indicated.

The "dolly" type of washer is an upright barrel, standing on feet and fitted inside with an upright post, having near its base four flat beaters placed at right-angles. This dolly fits into the groove in the base of the barrel, while its head is a toothed wheel fitting into another above the barrel. By means of a power or hand-driven fly-wheel the toothed wheels are set in motion, rotating the dolly, which beats the linen placed in the barrel, half full of soap suds. A discharge valve is placed in the bottom. Generally this type of machine is fitted with a pair of hard wood or rubber covered rollers, adjusted by springs, so that the linen after being washed or rinsed can be wrung as it is taken out. Such machines cost from about 30s. to £5.

A more useful type of washer for hard and quick work is the rotary machine. It consists of an outer cylinder or cage of metal or wood, placed horizontally on feet. Inside this stationary cylinder is pivoted a cage, composed of solid end pieces and of perforated wood or metal plates, or metal or wood slats. Both outer casing and inner cage are provided with large doors. To the outer casing are fitted hot and cold water taps, steam valve, outlet valve, funnel for passing in washing liquor and a steam gauge, also cogged wheels for rotating the inner cage, either by hand or power. When in use the cage is about one-quarter filled with linen, and then cold or tepid water is run in and the cage gently rotated. The water may be drained off, the doors closed and then hot water admitted, the washing liquor (dissolved soap, with soda added if necessary) is then poured through the funnel and the machine rotated. By a mechanical contrivance the motion of the cage is automatically reversed every few revolutions, which prevents the linen being rolled up into a tight ball and also helps the rubbing process. The linen is rubbed both against itself and the perforated or corrugated sides of the cage, and being lifted half-way up, falls down on the water below, and is rained upon from above. So the process of cleansing is thorough and rapid. By means of the steam cock the washing liquor can be brought actually to a boil.

In some washhouses the linen never leaves the machine until it is ready for the wringer or the hydro extractor. After "breaking down," washing and boiling, the water is drained off, hot water is run in for a rinse, run off and tepid water run in for second rinse. Then plain water is run in and the requisite amount of diluted bleaching liquor added through the funnel. Even this may be run off, to be followed by starch water. After that the doors are opened and the linen removed to the wringers or hydro extractors.

This method, however, is generally considered extravagant; so the common practice is to use the liquor in which fine linen has been washed

for coarser or dirtier linen. This saves soap and soda as well as water. Rinsing and blueing is often done in tanks, and starching in rotary or tumbling barrels.

A rotary washing machine may cost anything from £5 to £75, according to size, material, and fittings. Rotating and tumbling starchers cost from £2 to £5.

Wringing machines consist of two rollers of hard wood or covered with rubber, the metal pins at their ends slipping into grooves or standards, adjustable springs pressing them together. They are usually fixed over "dolly" washers or tanks and provided with directing and draining board on the feeding side.

Hydro extractors are movable perforated metal baskets fitted into fixed metal casings. When packed with linen they are made to rotate, by hand or power, at a very high rate, the water in the linen being driven out by centrifugal force. These machines are very useful for dealing with table and household linen, and can be bought at from £5 to £50.

Where heavy starching is required, for instance in the case of collars and shirts and caps, the linen must be dried before the starching process is undertaken.

In large laundries the heavy washing machines and hydro-extractors are generally managed by men, and certainly where hand power machines are used this is necessary. If there is not a great amount of work, and the routine is wisely arranged, the porters can give the necessary hour or two once or twice a week. A great saving is, of course, effected when power is used. The machines can all be fitted for electric driving if the engine power is not sufficient. Usually the boiler, or an auxiliary boiler, will supply all the steam required, as it is not necessary for it to be under high pressure.

Drying-closets.

For hotel work ample drying accommodation is required. Of course, the ideal drying for linen is by means of sunshine and fresh air, as these are natural bleaching agencies, but this is not always possible. However, many drying-rooms are fitted up on the air current principle; that is to say, filtered air is blown over hot pipes, forced in at the base of the room, and removed by an extracting fan in the ceiling at the opposite corner. In this way a constant current of warm air is kept up, and the linen is dried under almost ideal conditions. Unfortunately, except in big installations, it is rather expensive to work, and is not expeditious enough for ordinary purposes, though it is the very best for flannels and blankets. Rather different from these are the heated closets fitted with the draw-out horses. Such closets are placed against the wall and are heated by means of flues from a coke or anthracite stove, or by steam pipes. The horses, generally of galvanised iron, have a flat section back and front, so that whether pushed home or drawn right out the closet is kept closed. A closet may consist of three or any number of horses, each of which can be drawn out separately for loading and unloading. Unless the daily

average of work to be dried is fairly equal, it is better to have the drying closets in sections, otherwise there may be unnecessary waste of heat. These closets will be necessary for coarse material and also for starched goods, as the heat develops the stiffness of the latter. Big table linen that is starched lightly, "hydroed" and passed through heated cylinder ironing machines, and bed linen "hydroed" and calendered can be delivered direct to the linen woman if she is provided with heated presses, and the bed linen is not required for immediate use. This prevents waste of heat and also tends to preserve the good colour of the linen.

Ironing-room.

Good light and ventilation are specially needed here, but the air admitted should be filtered, as dust or "smuts" in the air are fatal to fine work when damped and starched ready for ironing.

If flat or box irons are used heating stoves will be necessary. These should be heated by coke, as this fuel gives intense heat without soiling the metal. The stove should stand on a thick iron plate and be enclosed by iron doors. A flue must be provided. These, however, are seldom used, as both gas and electric heated irons are far more handy, comfortable, and under better control. Though rather more expensive as to first cost, where high-class work is regularly in operation, they are a source of economy, as fewer are needed, they are easy to keep clean and there is no waste of time.

Ironing machines are of many types, but they divide into two main classes : (1) machines of the calender or mangle type, for smoothing and polishing table and bed linen, towels, and large goods ; (2) small machines for ironing shirts, collars, caps, and similar articles.

Of the first we again have two chief classes : (1) machines with heated cylinders ; (2) cylinder machines with heated beds. Of the old-fashioned box mangle it is not necessary to deal, as it is scarcely suited to the kind of laundry we are contemplating, unless of the largest and most costly equipped description. These ironing machines have beds, usually slightly inclined, of from 6 feet to 12 feet wide, and are flat. Over these are fixed one, two, three or more highly polished hollow metal rollers of moderate diameter. They are pressed down on the bed by springs, which can be tightened or loosened by means of screws. The bed is covered with a thin blanket, over which a smooth cotton cloth is stretched. In most multiple-roller machines the first roller is also covered with flannel and cloth, as it is intended to act as a guide and to smooth the linen. The other rollers are heated by steam, gas, or electricity, and they are set in motion by power. When in motion the tablecloth, sheet, or other article, having been stretched out, is placed on the bed and the edge is gently pushed under the first roller. This must be done very carefully, as it is essential that the article should be gripped by the roller straight, otherwise the whole would go awry, and probably be badly creased. The roller finger guard generally also acts as a feeder. When once the linen is fairly caught, the attendant has merely to guide the article

through, smoothing out creases and folds. At the upper end of the bed past the last roller the linen falls over the edge into a basket. All articles are passed through the machine slightly damped, especially if they have been starched, and it is necessary in most cases to pass articles under the rollers at least twice, in some cases reversing the side exposed to the rollers if both sides require to be polished. How often this has to be done will depend partly on the thickness of the linen, partly on the pressure and heat of the rollers, but more especially on their number. Gauges are provided for testing the heat and valves for regulating it. This type of machine is most useful. With a good rotary washer, a hydro-extractor and a multiple-roller ironing-machine, table linen from the restaurant and bed linen from the hotel can be passed through the laundry and returned to the linen room for distribution within three or four hours.

The large ironing-machines with heated beds mostly have hollow rollers of extensive diameter revolving in hollow polished metal beds, which may be formed of shallow steam chests, or heated by gas jets. The rollers are covered with blankets and smooth cotton cloth. As a rule there is a smaller guiding roller at the feeding end. The linen having been shaken out is fed carefully under the guiding roller and then passes under the large roller, being polished against the hollow heated bed. Linen requires passing through the machine once or twice, and, of course, may be reversed if desired. In some big laundries this type of machine is used for bed linen and similar articles, and also for the preliminary ironing of table linen, which then passes on to the multiple-roller ironers.

Of small ironing-machines for shirts, collars, etc., there is quite a number of patterns. A most useful type very widely used has a strong frame supporting a fixed revolving polished roller at a level of about 30 inches from the ground. Beneath this is a flat bed about 2 feet wide by 4 feet long. This bed is movable and is covered with a blanket and a smooth ironing cloth. By pressing a treadle the bed is lifted close up under the roller, and then by putting the machine into gear the roller, which is heated, revolves, and the table moves backwards and forwards. With these machines, the articles are smoothed out on the board, and then the bed is raised and the machine is put in motion. For shirts and other similar work smaller machines are used, with specially shaped boards. Carefully used, they work smoothly, safely and quickly. Other machines have fixed beds and fixed revolving polishing rollers.

Besides these there are innumerable machines which prove of immense use in securing good work and saving time. We cannot do more than enumerate a few of the most likely to be found in an hotel laundry. For instance, there are machines for ironing the bands of shirts, for shaping all kinds of turn-down collars (steam being used to prevent cracking the linen), and others for goffering.

Little purpose would be served in giving prices, as they vary so widely, according to types, sizes and makers. But it may be said that with care a laundry for an hotel with some fifty guest rooms and a moderate sized

public restaurant, can be equipped with all that is absolutely needed for under three hundred pounds, presuming steam can be supplied from the hotel boiler-house.

It should be stated that all machines are provided by the makers with safety guards. These are essential, as the law insists on safety guards being used for moving machinery and belting. Special regulations apply in places where women and children are employed, and these regulations will have to be observed by the caterer and his servants.

Hand Work

We have given a rapid review of the machinery and briefly indicated how it is used. In the earlier paragraphs we gave rather full details of the preliminary laundry work—washing, rinsing, and bleaching. It now remains for us to show how to give the finishing touch so as to produce a good result, equal to the best professional work.

Linen is "finished" either by being passed unstarched but damp through a mangle (which is not advocated), or by being starched and ironed by hand or machinery. Table and bed linen is generally treated by means of the simple roller ironers, and so, often, are certain items of body linen. All these, except table linen, should not be starched. Each item ought to be damp, not dry, and should be stretched to get rid of creases before being put through the mangle. See that the sheets, pillow-eases, and so on, are carefully folded, and placed on the machine selvedge-wise, or they will be pulled awry and creased. Buttons, tapes, etc., should be efficiently protected by being folded inside, so as not to expose them directly to the crushing contact of the rollers or bed of the ironer. Tablecloths and napkins are sometimes mangled, but in such cases they should not be starched, or merely passed through very weak boiled starch water. Special care should be taken with table linen, which should, indeed, be passed through several times. It is really a wise plan to starch table linen, as the dressing, if well done, gives a certain protection to the linen, preventing it being badly stained by tea, fruit juice, etc., for the fibres containing starch are no longer so absorbent, and the stains can, therefore, be more easily washed away.

There are various ways of preparing starches; divided roughly into raw or cold starch and cooked or hot starch. To a great extent the cooking of starch brings out its strength to the utmost, but it is not so easily diluted to suit particular requirements as cold or uncooked starch. In preparing starch care should be paid that every utensil is perfectly clean, and that the water is bright and soft. These are two primary rules to ensure success. When about to make cooked starch, place your powdered starch in a basin and pour upon it some boiling water, stirring it into a thickish paste, which should be gradually diluted and then placed on the fire for a quarter of an hour, or rather less. It must be remembered that the starch will thicken considerably during this process, so it should be sufficiently diluted at first, or during the early stages of cooking. Take off from the fire to cool, and when once the bubbling has ceased, any particular starch

glaze patronised should be melted and well stirred into the mass. This cooked starch should be used moderately warm or tepid.

In preparing cold starch the only precautions necessary are to see that the starch is thoroughly dissolved and free from lumps. If used for laees, muslins, or cambrie, strain the starch through muslin before passing the articles to be ironed through it.

The actual process of starching is not a difficult affair. The goods to be starched should be allowed to soak in the liquor thoroughly, and the superfluous amount squeezed out. Collars, cuffs, and shirt fronts may be entirely immersed in the starch. Many of these articles can be treated in the starching-machine described. With shirts, however, only the collars, cuffs, and bosom should be dipped in. It must be remembered that if starch is used in large quantities, it is gradually weakened by the introduction of linen, which absorbs the stiffening agent. This necessitates the starcher regulating the order of immersion of the different classes of goods. Practice will soon enable an observing person to become perfect in this matter of regulating the strength of the starch according to the kind, quality, and quantity of the articles to be dealt with. Collars, cuffs, and shirts require to be immersed in strong starch, but laces, muslins, and fine linen should only be passed through starch water—that is, a very thin solution. A weak solution of gum arabic in soft water may be employed with advantage for net curtains.

When the articles have been starched and wrung by hand, or passed between wringing rollers, they should be carefully rolled up in clean linen, placed in a basket, and put on one side, or be removed immediately to the ironing table while still quite damp.

In treating of the ironing process we will first take hand work. A strong table, with heavy top and firm legs is necessary, and it is all the more useful if a shelf is provided underneath. The top of the table must be covered with a tightly stretched blanket, over which some soft linen, free of seams, holes or patches, must be fixed. On the table itself should be a strong wire tripod stand for the hot irons, a little pot of clear water, and a sponge. The basket of starched linen should be placed on the shelf beneath the table. If the articles are brought to the table fresh from the starching process all that will be required is to smooth them out on the table and iron carefully. The heat of the flat (or box) irons must be regulated according to the character of the articles to be operated upon. Heavily starched articles require hot irons; muslins, coloured materials, and such textiles as are likely to shrink, must only be touched with moderately heated irons. Silks, laees, and very fine linen had better be protected by a damp piece of muslin, so that the irons do not actually touch the articles.

Irons should never be placed directly upon woollens, merinos, and other similar materials. Iron smoothly, and away from you; this will prevent creases. If the starch ridges up on the linen, smooth off at once with a damp sponge, and clean the iron by passing some paraffin wax, wrapped in linen, over the heated surface. Figured muslins and

linens, silks, etc., after being covered over with muslin, should be *pressed* down with the iron, not smoothed in the usual manner. When starched articles have been allowed to stand for some time, it will be necessary to damp them before ironing. This is done with a wet sponge, or with the help of specially designed sprinklers, some of which closely resemble old-fashioned flour dredgers, whilst others are not unlike lemon squeezers. The degree of dampness of articles to be ironed will depend upon the nature of their texture, desired degree of stiffness, etc. Thick articles, heavily starched, must be fairly damp; thin materials less so. When it is desired to make them very stiff, iron with a hot iron, and place the finished articles to air near the heating stove, spread out on horses, and remove to the drying-closets.

Much the same precautions must be taken when the small ironing-machines and heated roller polishers are used, but, as we have already pointed out, special care must be given to directing the articles under the rollers to prevent undue creasing.

When the irons are done with, clean them by rubbing over the surface with a cloth, and then with paraffin wax, after which put away in a dry place.

The polished surfaces of ironing-machines, bed or rollers, must be rubbed with a soft damp rag, then gently polished with soft flannel or chamois leather. The blankets and ironing cloths must be kept clean, smooth and tight. The rollers of wringers should be wiped down and pressure released.

All washing-machines, starchers, rinsing-tanks, etc., should be sluiced down with hot water, to be left clean and dry.

Cleanliness is very necessary, otherwise the appearance of the work will suffer.

Sorting and Dispatching Room

This room, or, in default of a special apartment, section of the ironing room, should be provided with a large strong table, having a shelf beneath, and the walls should be lined with shelves divided vertically by boards or lattice work into good sized bins. It should communicate, if possible, by means of a service lift, with the linen room of the hotel or restaurant, as this will save time and handling.

When the linen has been ironed and aired (or placed in the drying-closets in the case of heavily starched goods), it is folded. The use of the iron at a moderate temperature is often wanted in this process, which can be carried out in the sorting department. Folding must be done neatly to show off the goods to best advantage and allow of their proper storing. Tablecloths are folded lengthwise, in two, three, or more folds, according to size, and then doubled over. They must be pressed down, but not so much as to give undue prominence to the fold creases. Napkins are treated in the same way. The art of folding personal linen must be learnt by actual practice, as it is somewhat intricate.

All linen as it is gathered from the owners should be checked by the

initialled lists handed over from the receiving department, sorted accordingly, and made up into neat parcels or placed in flat baskets for dispatch.

As regards visitors' linen, sometimes the bills are made out by the linen woman or in the office. But it saves time if the bills are made out in the sorting-room, as then any remarks necessary can be added immediately on checking. If the bills are made in manifolding books, copies can be made as required for linen woman, office and customer, while the counterfoil gives another copy, or merely totals. Even when customers' goods are not dealt with, it is always well to keep a record of the amount of work that passes through the laundry, as even establishment work should be charged up against the house or special departments, as decided. This will show the true value of the laundry and also afford a useful and ready way of checking waste.

A wrinkle from American practice may be given here. It is the custom in many a Transatlantic laundry to place paper bands round shirts and other body linen, which helps to keep them in order; or the items may be placed in thin grease-proof paper bags. Both bands and bags are, of course, neatly printed with the name and address of the establishment. This is a cheap and excellent method of advertising.

Prices for customers generally rule at about the same rates as those charged in high-class laundries. Sometimes 5 per cent is added to the total when the articles are demanded to be returned the same or the next day. Where quick work of this kind is expected, confirmation of the order should always be promptly obtained from the head laundrywoman to prevent the possibility of disappointment, which might lead to disputes or even claims for damages in the event of delay after the chambermaid or housekeeper had accepted the order.

Laundry Supplies

Water for use in the laundry must not only be clean and pure, but soft. If not quite limpid the colour of the finished work will be bad. So will it be if the water contains much lime or chalk, as this proves an indifferent solvent, and, moreover, part of the lime precipitated in hot water may be deposited in the folds of greasy linen (non-solvent soaps having been formed). Hard water is also extremely wasteful, as when it is used more soap and soda will be required, these being partly neutralised by the lime.

A good, mild soap is always the best. If greater detergent power is needed, soda or potash can be added in the quantity required. A too strong soap may be destructive, and is almost sure to give bad colour. Laundry soap should be stored and only served out when quite dry. For use in the washing-machines and the making of lather the soap should be shaved, then dissolved in water. A water-jacketed vessel placed over a gas jet is the safest method. Only sufficient water should be added to make a firm jelly when the mass is cooled down. Enough for about a week is prepared at a time. The required amount of jelly is dissolved in warm water when wanted, soda, turpentine or paraffin being added as

may be desirable. This liquor can then be added to the water in the washing machine by degrees, so as to obtain a good lather. For flannels and all woollens mild potash soaps should alone be used.

Liquid blues give the most satisfactory results in busy laundries as it is easier to obtain diluted blueing liquors of a desired uniform strength. Indigo and ultramarine are the safest, aniline blues having a greenish hue.

Potato starch is cheap, but rather coarse. Rice starch is the best for general use, and sago starch (sweet-scented) for fine work. Some starches are sold ready made up with glazes, but these should be used only for such articles as shirts and collars.

Laundry Hints and Recipes.

A Cloth Cleaning Compound.—Take 1 ounce of glycerine, 1 ounce sulphuric ether, 1 ounce alcohol, 4 ounces water of ammonia, and 1 ounce of castile soap. Mix together and add sufficient water to make two quarts. This is rubbed on the cloth with a sponge or soft brush after the material has been thoroughly freed from dust. *This is a poison.*

Scouring Ball for Silk Garments and Fabrics.—Mix $17\frac{1}{2}$ ounces of ordinary soap, $8\frac{1}{2}$ ounces of ox gall, and $1\frac{3}{4}$ ounces of oil of turpentine. These are intended for removing stains or grease marks.

Lightning Eradicator.—Take 4 ounces of strong ammonia water, 2 quarts of water, 1 ounce of saltpetre, and 2 ounces of finely shaved mottled soap. The preparation must be thoroughly mixed and allowed to stand several days before using.

To Remove Ink Spots from Woollens.—Mix the white of an egg with a few drops of oil of vitriol, and rub the spots with the mixture. Wash the part immediately with clean water, and smooth the material in the direction of the nap with a piece of flannel. *This is a poison.*

To Prevent Linens from Fading.—To prevent buff and grey linens from fading or growing streaky in the process of laundering, add a tablespoonful of black pepper to the first water in which they are washed. To keep pinks and blues from growing dingy, add a tablespoonful of salt to the first washing water.

Tea Stains.—Tea stains on fine cloth may be taken out, even after a long time, by the application of glycerine. Take some glycerine, and with it rub the stained parts. Then wash them over carefully in the ordinary way.

Soap for Removing Grease and Stains from Clothing.—Castile soap, 2 pounds; pearl ash, half a pound; boiling water, half a pint. Dissolve pearl ash in the water, and then add the castile soap, cut into shavings, and dissolve. Boil the whole in a suitable vessel until it is thick enough to mould into cakes. After removing from the fire add the following and well mix: Rectified spirits of wine, 6 drachms, in which is dissolved half an ounce of camphor and half an ounce of liquid ammonia. A piece of flannel moistened with hot water should be rubbed on the soap, and then on the grease or stain spots.

Removing Paint Stains from Serge.—Turpentine is the best stain

remover, but as it leaves a greasy stain and a disagreeable odour the fabric must be washed. For fabrics that cannot afterwards be washed benzine is the most useful, the smell being easily dissipated by exposure to sun and air.

Cretonnes and Chintzes.—Ammonia is the best and safest detergent for these. A teaspoonful in a gallon of water is sufficient both to cleanse and freshen up the colours. If very dusty, they should be first soaked in cold water and gently shaken therein. The ammoniated water should be merely tepid. A very little boiled, clear starch, or dilute gum arabic may be added.

Muslins.—Tepid water, very slightly lathered with a mild soap, and a dash of vinegar, is the best washing bath for muslin and net of very delicate tint.

CHAPTER VI

COMMERCIAL TRAVELLERS' STOCK AND SHOW ROOMS

A GOOD deal of attention has always been given by the larger hotels to the provision of stock rooms for travellers representing manufacturers and wholesalers. There is, however, every prospect that a great extension of the work of commercial travellers, and consequently of the demand for stock rooms, will take place in the near future. If we wish to capture trade it is clear that we must go to the mountain and not wait for the mountain to come to us, as we have been so much inclined to do in the past. A much better organised and more convenient style of stock room will have to be provided by hotel keepers if they also wish to benefit by the coming expansion of British trade. We are as a nation all hoping to recapture ground which we have lost and to sell goods, and it is essential that there should be every facility for showing them to possible customers.

Hitherto the stock room has been the last thing the hotel keeper thought of. It is generally in the basement, badly lit, without fire, and is frequently damp and ill-ventilated. In other cases one or two stock rooms are arranged on the ground floor and if a show room is required an unfurnished bedroom is offered for the purpose in some remote corner of the seventh floor. The room is furnished only with trestle tables, and there is no convenience for writing or for sitting down to discuss business after the inspection of the goods has been completed.

It is often essential while discussing priees that the goods should be at hand for further reference, and a stock room, unless it is merely a store room, should have every facility for lengthened inspection under comfortable conditions. Besides the stock room of the old-fashioned kind, in which the traveller keeps his stock on those days during which he may be staying in a town and from which he takes and returns his samples each day, there is a great promise of a new and active demand for hotel show rooms to which a traveller can invite people to show new patterns or new inventions, or small machines. In this we have been woefully behind our rivals hitherto, but buyers will probably in the future move with the times and will learn new lessons from the great success in trade which was achieved by the Germans. It will probably in the future be less difficult to get British buyers to visit the travellers' show room than is at present too often the case.

To meet the new conditions we need (1) an improvement in the present stock room ; (2) a class of room which is not merely a cellar or a box-room for storing goods, but a show room in which goods may be set out to advantage in attractive surroundings, under comfortable conditions,

and under good light, natural and artificial ; and (3) store rooms where goods may be removed temporarily so as to avoid the expense of a continued use of a show room.

Hotel Show Rooms

A show room should be provided with tables and comfortable chairs and be well warmed, preferably by an open grate, which gives a sense of comfort and also keeps the room ventilated. Men are obviously likely to make a more thorough inspection in an attractive, comfortable room than in a bare and forbidding one.

In addition to the usual trestle table on which the goods are set out, there should be one or two smaller inspection tables at which the prospective customer can sit to inspect individual samples apart from the confusion of the whole exhibition. There should also be two small tables by the fire each provided with pens, ink, and blotting paper and smokers' matches, ash trays, etc.

The room near the fireplace should have the character of a sitting-room, with a large woollen rug for the feet—the colours of which should be dark—the dark reds and blues of the Turkey style of rug, for instance, give a sense of comfort. The walls of the room should not have highly coloured papers or paper with patterned designs, as white and grey enhance all colours, and are very suitable for an exhibition of coloured goods. A paper with a slight golden tinge is also good. This tone is used in the Tate Picture Gallery for the Turner Collection. It gives a slight sense of warmth which white does not, and is unobtrusive.

Black and other very dark colours take from coloured articles, but some dark colours give a contrast to light colours ; black and yellow, for instance, and a room with walls covered with dark brown paper gives a fine contrast to red and scarlet objects.

It is essential that a show room should be well lighted by natural light, especially if coloured goods are to be included in the travellers' samples. In artificial light it should be remembered that colours change. For example, dark blue becomes nearly black, light blue becomes light green, red becomes scarlet, all reds becoming correspondingly lighter.

Show rooms or stock rooms should as far as possible be on the ground floor. If, however, this is not possible, and they are placed on an upper floor, they should be close to a lift. Great inconvenience arises where customers have to find their way down long passages and corridors. It is also very dull work for those who have to wait for customers in such rooms, remote from the rest of the hotel, where it is difficult to get the occasional assistance of messengers, packers, and porters.

Position of the Stock Room

A stock room should be on the ground floor, from which goods can be quickly removed, and should be within easy call of the head porter's room, also of porters with barrows for the easy removal of goods, and there should be skilled packers within reach.

No person should be allowed in the stock room in the absence of the traveller in charge under any circumstances. Absolute secrecy should be maintained as to the movements of travellers and agents by the hotel servants, and the porters should be taught not to disclose the business or any of the movements of one traveller to another. For this and other reasons it is best to employ the same men regularly instead of relying upon casual help, though it may be cheaper. A porter or packer should always be well clad and tidy, and all this costs money.

The very lowest price should be charged for stock rooms. They should, in fact, not be regarded as a direct source of profit but as a means of attracting travellers and agents to the house. This, if the stock rooms are well placed and convenient, they certainly will do. Too much stress cannot be placed on the possibilities which lie in the hotel show room. Of course, in countries like South Africa very large quantities of samples of goods of all kinds are taken round the country, some travellers covering many hundreds of miles. The transport in such districts is by means of wagons drawn by bullocks. This system of taking large quantities of goods, or something like this method, must be adopted in the future if we are to compete with traders as keen and enterprising as the Americans and the Germans, and the result should greatly benefit hotel keepers. Of course, it will not be necessary actually to sell from samples in town districts or in European countries, but the taking round of large quantities of articles for display in show rooms should give excellent opportunities to commercial travellers and prove a great advantage to buyers. The question is, how the new demand can best be met. We suggest that it need not present any very serious difficulty, nor need it necessarily entail the permanent setting apart of rooms for the purpose, or expenditure on special furniture or fittings. An ordinary sitting-room provided with two or three extra tables when necessary is for many reasons the most suitable place that could be found. It has generally some pretensions to comfort and has the appearance of being used, which in itself suggests comfort. It has generally an open fire, which in our climate is always attractive. Where the wallpapers are of strong red or other colour, or have strongly marked designs, they can be readily and artistically covered with strips of holland reaching six or seven feet up the walls. These can be connected together by cord and supported on hooks and can be removed in a few minutes when the room is required for its purpose of an ordinary sitting-room.

Store Rooms

The ordinary accommodation offered by the hotel would in most cases be sufficient to supply the sitting-rooms for this temporary use, and therefore the arrangement would not entail any new expenditure. However, if large quantities of samples are to be carried about from place to place some arrangement for storing might in certain cases be desirable and should be organised. The store rooms need not necessarily be a part of the hotel buildings, but could be hired in any warehouse. In all matters

connected with the storage of goods the lowest possible charges should be made, as has been said. These charges should have no relationship to those charged for tourists and other private persons engaged in pleasure.

All matters as to times and place of storage should be arranged as part of the hotel, so that travellers will not be put to the necessity of finding warehouse room or of arranging terms with the owners of rooms, porters, packers, etc. The hotel which has the best organised system of store rooms and stock rooms always does and will attract the business man. If a feature were also made of the show room, we believe it would create a new demand and suggest new possibilities to manufacturers and agents. Five minutes' actual inspection of a range of samples or a new article does more than all the letters or descriptive catalogues in the world.

Exhibitions have been tried but there are several grave objections to them. While they *may* make your goods known to new customers they certainly *will* make your competitors acquainted with all your plans, patterns, and methods, and may spur them on to the kind of unfair competition which is not uncommon and consists in mere imitation of other people's patterns and ideas.

Where an hotel has a public bar attached to it care should be taken to remove the stock or show room as far as possible from it. Business men will not go into a place that looks like, or even suggests, a drinking den, and commercial travellers know well that such an appearance would prejudice their interests. Where a separate entrance for the stock or show rooms can be arranged it is an advantage, but the private hotel entrance is good enough for any purpose. If the traveller expects his customers to make a long stay over his samples the hotel should arrange for refreshments to be placed in the show room or stock room itself, so that there will be no need for the traveller and his friends to resort to the bar. The hotel keeper should always include mineral waters and coffee amongst the refreshments supplied. Many business men will not take alcoholic drinks in business hours, but will gladly accept a well made cup of hot coffee.

The Work of "Boots."

The charge of the stock rooms and show rooms and store rooms should be given to the "boots" as the person who is best acquainted with commercial men and their wants, and who is also used to the handling of luggage of all kinds. In an hotel, as elsewhere, it is better to have one man to deal with than half a dozen independent heads of small departments, and a commercial traveller makes all his arrangements with the head "boots" as to stock rooms, and show rooms, luggage, the meeting of trains on arrival, the catching of trains, posting of letters, sending of telegrams, employment of porters and packers, and the ordering of carts, hand-barrows, and cabs.

The "boots" should take all orders connected with his department,

should supervise everything and give instructions to as many assistant "boots" as may be required. A good "boots" is, if possible, a more reliable asset to a hotel proprietor in the management of the commercial department than a good waiter is in managing the coffee-room.

An important part of his work is to take the orders for the morning calls, which are entered upon a slate in his room, and also the particulars of the breakfast required. These are entered on the same slate and passed on to the office, from which they are transmitted to the kitchen. Requests for hot water, where bathrooms are not connected with the bedrooms, are passed on to the housemaids' room in the same manner. The "boots" room should be attached by speaking tube to the office and to the housemaids' room and to the stock rooms. Both stock room and "boots" room should be on the telephone so that commercial men when in the town can ask for any extra samples which they may require, or for the assistance of a porter, or paeker, or may on arrival telephone from the station. This arrangement greatly helps the smooth running of the commereial room and saves confusion in the office and other departments, and should be aimed at even in the smaller hotels.

In addition to the work of the day, the "boots" has an assistant or deputy who should be directly under his orders and is called the "night boots," or night porter, whose duty it is to collect the boots from each bedroom door and mark on them the numbers of the respective bedrooms, to clean the boots and replace them at the bedroom doors before he goes off duty in the morning. He also opens the hall door for any late visitors who may arrive by train, and sees that they get any supper they may have ordered by letter or by telegram, or finds for them any lighter meal which the sideboard may be able to provide. We have known large hotels at whieh it was impossible to get even a light meal of any kind unless it had been ordered, and this has always struck us as an absurd arrangement. A man should always be able to get a biseuit and cheese and a cup of hot coffee or milk in an hotel. Dry food can be easily kept in the sideboard which is accessible to the night porter. An hotel in which a man is allowed to go to bed hungry is not likely to become popular, for such management shows lack of common sense. The night porter after finding slippers and supper for the new comer takes the order for his breakfast and for a porter or barrow or stock room if required. He also takes the time of his call and shows him to his room and also the position of the coffee room, lavatory and fire escape, and sees that he gets any telegram or letter which may have arrived for him.

The duties of "boots" call for more business qualities, order, method and tact than the duties of any other servant in the hotel. He comes most in actual contact with the visitor, especially with the commereial men, who are of so much value to hotel keepers owing to their frequent visits. The "boots" often enjoys their eonfidence and possesses local information which is of value to them. It is therefore essential that a courteous and intelligent local man, well drilled to his duties, should be chosen for this post.

Assistant "Boots" and the Porters

The selection of the porter or porters is generally best left to the "boots," who should know his men. For, of course, a porter is often entrusted with goods or luggage of great value. He must be sober, clean, and well paid so that he can keep himself well clad, as he frequently has to hang about all day in cold and wet weather.

His duty is to meet the trains with or without the hotel bus, to take the visitor's luggage, to see after the commercial traveller's cases or skips and to take them on a barrow, or on the hotel bus, to the hotel luggage room or stock room; or he sees them counted and safely housed in the railway station cloak room as commercial luggage, and gets a ticket for them and takes this to the traveller. The traveller's personal luggage he takes with him to the hotel and hands it to the "boots," or if he himself occupies the position of assistant "boots" he takes the personal luggage to the traveller's bedroom and then unstraps it ready for the visitor. He takes any instructions from him regarding his skips and samples for the morning and gives these to the head "boots," and also any order for dinner or tea. He then takes the first chance of reporting what arrangements he has made. In the morning he attends the traveller in the stock room and unpacks his samples, arranging them on the tables in an intelligent manner, so that they can be readily found.

If the traveller is going to take the samples with him and make calls, he puts the goods in the skips on a barrow and meets the traveller at the address given on a slip of paper at the house specified, and hands out of the skips or cases the samples required. Or, if required, he takes the skips into the customer's warehouse and displays them on a table, and perhaps stands by and hands out samples as needed, according to the numbers called out by the traveller or given on a written list. The orders having been taken he repacks the case, according to the numbers, so that at the next call he may know in which part of the case any particular number may lie should it not be necessary to unpack the whole case.

As it is common to keep the cases on the barrow in the street at the customer's door, the samples are very often taken out one by one in this manner, so that some orderly method of packing is a great advantage.

It will be seen that a good packer can greatly help a commercial man's work and is at once appreciated by him and entrusted with responsible work. A good porter should know how to do odd jobs also—how to send a telegram, to use a telephone, to buy a postal order, to pack a parcel and dispatch it, to make a list and to check his samples by it on returning them to the skip. He should also know his own town well, and some knowledge of the status of houses in it is often of great service to commercial men when breaking new ground.

It is a good plan for hotel keepers to give a cap bearing the name of the hotel to the porters they regularly employ, as the badge tends to give the public confidence, and is in itself a most valuable advertisement for the hotel.

PART III

GENERAL CATERING

CHAPTER I

HOTEL DINING AND COFFEE ROOMS

THE successful management of a hotel dining room depends, as in practically all other departments, on service. Good service combined with good cooking will make the reputation of any dining room, and it is important that there should be a good combination of quantity and quality of food, together with an exact system in the matter of charges. The main point is to give satisfaction to the guest, for you do not want him to be a casual visitor, and unless his requirements are met with in a reasonable manner he will probably change his hotel when he passes your way again. If he happens to be on a visit to the city or town in which the hotel is situated, he will go among other people, and is certain to comment on the establishment at which he stayed, or where he had luncheon and dinner, when talking of the place. Reputation is the greatest asset to the hotel world; once an establishment gets the slightest slur on its reputation, it will spread like ill news—and there are always plenty of other hotels.

Breakfasts are usually served in the coffee room, so this room must be cleaned and got ready early. Sweeping should be done overnight, which enables dusting (with a damp cloth, to be followed by the polisher) to be completed effectively in the morning without delay. All cleaning, by the way, including the polishing of mirrors and overhauling of lights, should be carried out as a matter of routine daily. It is the only way to keep a place spick and span, fit to be scrutinised by critical eyes at any time. The tables should be laid before seven. Indeed, in some places, where trains or steamers have to be caught, or the coffee room is used by commercial travellers, all should be ready by six o'clock. Light luncheons and casual meals are also served here. Usually a large percentage of coffee-room meals are served to guests staying in the house, and these have to be charged up to their room numbers and promptly reported to the office, in case anyone calls for his bill suddenly.

As a rule the dining room is rather more elaborately furnished and equipped than the coffee room, and is not open to guests of the house or to the general public until the luncheon hour. This is well, for it is here that late dinners and suppers are served. Where possible it is advisable to keep one room for *table d'hôte* or set dinners and the other for *à la carte* service, though it is not always easy to do this. If not,

confusion can be avoided by proper organisation of the servery and the dining-room staff.

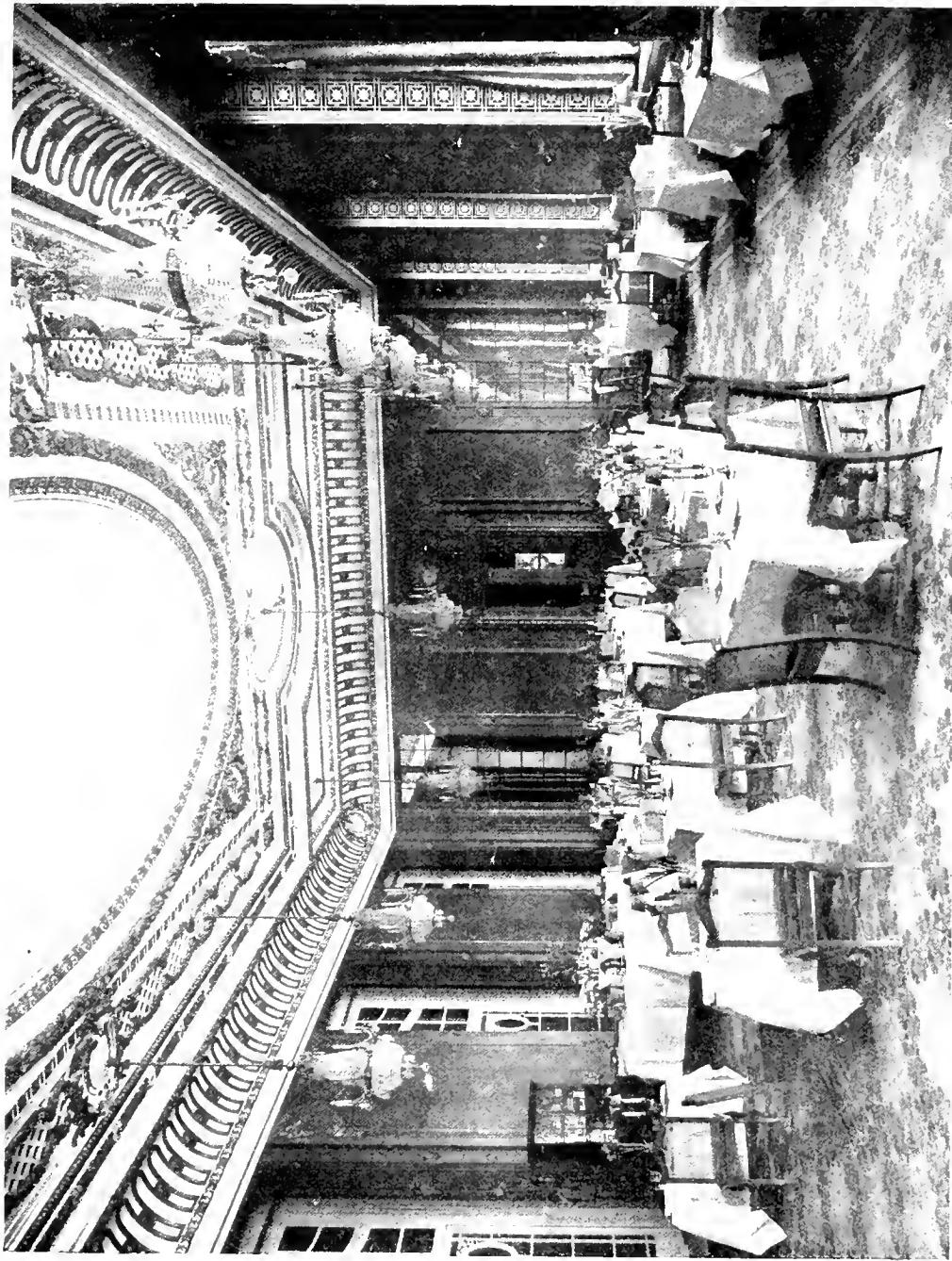
Table d'hôte and Fixed Price Meals

Originally a *table d'hôte* dinner was one partaken of in common with other guests at a fixed hour—the principal meal of the day presided over by the host. In fact, it was the more formal Continental counterpart of our own more homely “ordinary.” It implied service at a long table. We have, however, travelled away from this conception of the term and function. To-day we understand a *table d'hôte* dinner to be a meal served between the hours of six and nine or nine-thirty, in regular courses, according to a carefully thought out plan set out on a menu card. The meal may be partaken of at a long table, or at separate tables. This makes the *table d'hôte* dinner a rather difficult meal in all but very large places, as it necessitates the cooks having a constant relay of most of the dishes. Estimating the demand is no easy matter. In boarding-houses, “hydros,” or kindred establishments, where fairly definite hours are fixed, the task is much simplified. However, the *chef*, with a little advice from the *maître d'hôtel* or dining-room manager, should be able to compile a menu which will be able to stand the strain of local demand. The point is that this class of dinner is supposed to be ready whenever called for between the stipulated hours. As it is served in regular courses, by choosing suitable hors-d’œuvre, soup, and fish, this should be quite possible. The waiter here has merely to serve the meal well and see that his customer is satisfied. Sometimes extras beyond the beverages, which are rarely included in the price, may be called for, or even a substituted dish demanded. All such additions should be carefully noted and charged for.

Table d'hôte luncheons are, of course, also served, and are run on the same principle as the dinners.

Prices range from 2s. to 7s. 6d. per head for luncheons, and from 2s. 6d. to 15s. for dinners, according to the class of establishment. Fair average prices for the two meals may be taken at 3s. 6d. and 5s. or 7s. 6d. respectively.

A fixed-price dinner differs from the *table d'hôte* meal in being rather less elaborate and offering for a stated sum the choice of a stated number of dishes (three, four, five, or six, as the case may be) from a selected list. A very common combination is this : hors-d’œuvre or soup ; fish or light entrée with potatoes ; roast or poultry or game with vegetables ; sweet ; dessert or cheese. If possible two or more dishes in each course should be offered. Extras are charged for, but bread is usually free, and so is the after-dinner black coffee in the more expensive meals. It will be readily understood that such meals are rather easier to manage in a small establishment than the *table d'hôte*, as they give far more latitude, and no great harm is done if one or two dishes become exhausted early in the proceedings. They are especially popular for luncheons, the system prevailing right away from the first-class restaurant to the cheapest of



THE SEFTON ROOM.
MIDLAND ADELPHI HOTEL.

To face page 126.

THE GRILL ROOM.
MIDLAND ADELPHI HOTEL.



refreshment houses. In the latter the system also applies to teas, and is found very attractive in factory and warehouse districts.

À la Carte Service

À la carte service implies the use of an itemised bill of fare, from which guests select their dishes to compose a complete meal according to their fancy. This system, of course, offers great possibilities and affords complete latitude. The dishes may be very numerous, varying considerably in price, or may be comparatively few and carefully selected. In fact it is the most common method of running a restaurant, the bill of fare showing what the management has provided for the day, leaving the final selection to the guest. There should be both cold and hot items, and it is wise to place all grills or other dishes which require to be specially prepared in a class apart, with the printed announcement that ten or fifteen minutes will be necessary for their preparation. A competent and tactful waiter may do much to avoid complaints by pointing out this, or better still will assist the kitchen by inducing the customer to make his selection for the whole dinner, even advising in the choice of dishes. If the waiter can transmit an order for a complete dinner, the work in the kitchen and scrvery is made considerably easier, and the guest will find the service running far more smoothly, without undue pauses. Then, again, if the guest can be induced to do this, the number of disappointments arising from the announcement "the dish is off, sir," will be considerably reduced. Needless to say as soon as a dish is exhausted the dining-room manager or head waiter ought to be notified of the fact. It will be his duty to at once see that the waiters strike out the line on all bills of fare. It is one of the small matters which will avoid friction.

If *à la carte* meals prove less troublesome to the steward and the kitchen staff, they certainly call for more skill and alertness on the part of the waiters.

In order to carry out this method satisfactorily in a good-class restaurant the waiter must possess a fair working knowledge of culinary terms, kitchen routine, and the art of compiling a menu, for he will have to exercise judgment when questions are put to him or when he has to act as a guide—that is, become a salesman. Moreover he must have a retentive memory and be quick and accurate at figures, for every item supplied will have to be entered separately and a faultless "total" struck. The actual service itself will be more varied and spasmodic, yet must be carried on without hurry or flurry.

Very often the head waiter will take charge of the desserts displayed on the buffet, assisted by one or more *commis*, usually quite young lads who act as "runners." Cheese and celery may be served from here. In grill and coffee rooms the cheese service is frequently carried out by means of a dinner wagon, wheeled round by a *commis*, who may cut the portions as required by each customer, though this is generally left to the waiter.

Couverts

In certain restaurants the old Continental custom of charging each customer with a fixed sum for "couverts" prevails. It is a mistaken policy, quite as indefensible as charging for "service" in hotels. A civilised repast cannot be partaken of without making use of plates, glasses, knives, forks, spoons, and so on (any more than a bedroom can be made use of without entailing bed making, sweeping and tidying up), so there is no justification for making a special charge, except under the special circumstances discussed in the paragraph below. A caterer must sink capital in the provision of such things in order to carry on his business, and he must secure his interest thereon and depreciation charges out of his legitimate profits. The fee for "couverts" or "service" is now rarely seen outside of restaurants of the "gay and gaudy" order, where all kinds of extravagances go hand in hand with the "naughtiness."

The proper laying of the "couvert" differs according to the class of house. It is one of the niceties of efficient waiting.

Half Portions

The custom of serving half portions is one to be encouraged. It leads to less waste and yet to higher average rate of expenditure per head of customers. It is applicable to all varieties of service, but more particularly to the fixed price and *à la carte* meals. In select, expensively equipped establishments it is quite usual and fair to make a small charge for "couverts" when half portions are asked for. In the higher class establishments half portions are only served when two or more people are dining together, and then as a rule certain items are excluded from the privilege. These usually include soups, bouchés, darioles, small game, salads, and sweets. Where these concessions are allowed it will be found that far more complete meals are partaken of by those calling for half portions, and that, quite apart from the special service fee, the takings from such customers are higher than those from people having full portions. On these grounds many caterers find it profitable to waive the extra charge, thereby removing any grounds for criticism. Where a regular lunching or dining clientele can be attracted, the system is a most useful aid to that end.

It may be pointed out here that the "half portion" system is very generally recognised in the cheaper class of dining rooms and some of the popular refreshment rooms, where the "half plates" and "smalls" are quite common. Some details of management are to be noted. If the prices charged are half those for the "fulls," then the "smalls" are often slightly less than half the "full" portions. This is by way of making up for the extra service involved, regarded in the ratio of cash received. Another method is to give rather more than half of "fulls" for "smalls" but to charge at a little higher rate. Thus the 3d. and 6d. for "large" or "fulls" become 2d. and 4d. for "smalls."

In all this the idea is, of course, to give satisfaction to the customer while looking after the business interests of the house.

Co-operation in the Dining-Room

It will be gathered from the foregoing that smooth working between dining-room and kitchen should be aimed at. In order to obtain this co-operation among the managers of the respective departments must be practised. Co-operation, indeed, is one of the essentials of good service, and given that the various departments work in harmony with each other, it should leave little room for faults of a serious nature to occur. It is not always possible to attain the ideal, however much it may be aimed at, and it will often be found that some slight jealousy exists between the chiefs of different departments. Each will perhaps consider his own department to be of most importance, and to a certain extent this spirit of emulation is to be commended ; it is only when this jealousy reaches such a pitch as to militate against the perfect working of the organisation that it becomes a thing that must be stopped, at whatever cost, in the interests of the hotel. The question is how it is to be put an end to ? A question which at once suggests the further question as to whether it cannot be prevented from arising. It is obviously better to prevent bad service than to try to correct it after it has once started, and this is the decided opinion of a leading *maître d'hôtel*, who has been discussing the subject. He suggests the establishment of a good service, rather than the attempting to patch up one that has already broken down. He goes on to claim—and most will readily agree with him—that successful, profitable salesmanship is the result of good service, and says that that is produced by the harmonious working conditions of an establishment which begins in the buyer's department, continues through the kitchen and to the guest in the dining-room. The article delivered to the patron or guest must be so satisfactory to him that he is confident it is better for the price than anyone else can offer. If the guest leaves the house in this frame of mind, he will come again to patronise the establishment. He will do more. He will voice his convictions and impressions to his friends. This willingness and effort by everyone to please the guest is most important. It should be the cardinal rule in every establishment.

The usual system of supervision in hotel restaurants or dining-rooms is wrong. Here is an illustration of something that may happen anywhere : A guest leaves the dining-room dissatisfied. It is a case of bad service everybody assumes. And anything wrong in the dining-room is at once put down to the head waiter. He is held responsible. Anything therefore that may happen in the dining-room that is not satisfactory to the guest is blamed on the head waiter by the guest ; and is also so blamed by the management, though the head waiter is not the beginner of the trouble, nor is he supreme. He has to show that he is or is not responsible. It may, after all, be his own mistake ; or the *chef* may be to blame ; or someone else may be the real cause of the complaint. The head waiter has got to stand the brunt of the trouble. Now, if the management

investigates and puts the blame on the responsible man it will cause bad feeling against the *maître d'hôtel* should the cause rest with the *chef*.

The head waiter does not like it either if he feels that the others are to blame when he is made to shoulder the responsibility of it.

The general manager of an hotel cannot trouble himself with all of the details that arise. He cannot afford to be annoyed with mere minor technicalities ; he must rely to a great degree upon his heads of departments.

A well-known *maître d'hôtel* gives an illustration of a complaint sometimes made. He says that a dissatisfied guest left the dining-room, although the head waiter tried to remedy the matter which was the subject of complaint. The manager happened to be near at the time, and heard the guest say : "Your service is bad. I came into the dining-room, ordered a certain kind of fish, waited over half an hour, and when the order was served I found the fish not cooked enough and not quite fresh."

Here is how the average manager goes to the bottom of the trouble. He sends for the *maître d'hôtel* or head waiter, and asks why the guest was not served satisfactorily. The head waiter replies that the guest ordered the fish and some potatoes with it. The waiter immediately went to the kitchen and ordered the fish at the broiler, and the particular kind of potatoes to go with it. In ten or fifteen minutes the waiter returned to the kitchen for his order. He found the potatoes ready but not the fish. The broiler forgot or misunderstood the order. The fish had not been cooked. So, after an argument, the fish part of the order was rushed through, the guest meanwhile waiting impatiently. The waiter tried to hurry and the fish was served. The guest found the fish unsatisfactory, registered a complaint, and left immediately. The head waiter tried to pacify him and serve him a dish which was ready, but the guest left in a huff.

Now the manager comes on the scene. He says : "I'll see the *chef*." The *chef* comes up and explains that the waiter did not give the order distinctly. That left the incident between the cook and the waiter.

But why was the fish not cooked enough ? That was the question to answer. The *chef* was sorry ; he tried to rush the fish through to please the angry guest, and hence it was not as well done as it ought to have been. "And the guest said," remarked the manager, "that the fish was not fresh." "While I am responsible for the proper cooking," said the *chef*, "I am not responsible for the quality, as someone else buys the fish," etc. At that point the manager rang for the buyer. He came in and the whole proceedings were gone over, viz. that the guest left dissatisfied, the fish was not properly cooked, and it was not fresh. There was the fish—and hence the proof. The manager turns to those present and says : "Here is a high-grade organisation that cannot prevent a guest leaving our establishment dissatisfied. We want to stop that."

The buyer replied that he purchased the fish from So-and-so—the best people in this line; that he inspected the fish and found it perfectly fresh at the time of delivery. But if, after delivery, the fish

was not taken care of in the ice-box for fish, it is up to the *chef*, as the ice-box is in charge of the chef. He, as buyer, could not therefore be responsible for the stale fish.

Thus the guest complains that he waited too long (head waiter is to blame); that the fish was not cooked enough (*chef* is to blame); that the quality of the fish was not up to standard (buyer to blame); and you see that the manager cannot fix clearly the responsibility, as one head passes it along to the next.

No better illustration could be given in advocating co-operation.

Children in the Dining-Room

While it should be the aim of caterers to please each individual customer, and more especially those who are residential guests in the house, he must watch over the interests and comforts of the general body. Conflicting influences are often at work, which are by no means easy to reconcile. Perhaps this is in no way more acutely felt than in the vexed problem of the presence of children in the public dining-rooms. It is not easy to exclude them, and in most cases it is not desirable to do so, as they may be quite pleasant members of society, are profitable to the management, and if eliminated would probably lead to the abstention of the parents. It is all a matter of degree. We have shown elsewhere in this volume (p. 51) how in residential hotels the difficulty can be overcome with satisfaction to everybody concerned. If parents were more reasonable and considerate awkward situations would seldom arise. But it is clear that the general body of customers in a dining- or coffee-room are entitled to peaceful occupation thereof. Unruly children and crying infants are a nuisance. Managers will be quite justified in hinting at the need for orderly government, and if need be, even to go so far as to decline admission for infants. Much depends upon circumstances. However, it may be laid down as a general rule that quite young children are not in their proper place in public dining-rooms.

CHAPTER II

ORDINARIES: FOR COMMERCIAL MEN AND FARMERS

THIS particular class of catering may be divided into several different varieties. Originally they were the regular midday meal, presided over by the host, who gathered round him regular customers and casual guests. Then it became associated more directly with the dinner prepared for farmers and business people attending markets. Ordinaries are now most commonly served in old-fashioned hotels and taverns. There are those for farmers and those for commercial men.

Of the latter class—those served in popular taverns in large provincial towns and in certain districts of London—the old notion of the host's table has long since been abandoned, and we have to deal with a kind of *table d'hôte*, or fixed-price meal, sometimes combined with variety fare to be selected from the heavy bill of fare. All that is distinctive about these “ordinaries” is the homely character of the dishes offered and the simplicity of service. Those who run such “ordinaries” are wise if they evolve some dish or dishes peculiar to the house, and also have special fare on particular days of the week. Another good idea for London and other big cities is for a Devon or a Yorkshire host to advertise the fact of his county origin, and to offer his customers special country dishes and dainties. This usually attracts a good following.

But to return to what may be generally termed market-day catering. This affords an excellent opening for making a start in the catering business. For one thing there is not the constant rush and worry to the manager that there would be in daily restaurant catering. The scope also is more limited and consequently the responsibilities restricted, while the whole undertaking, as the very name implies, is of quite an “ordinary” nature, and the dishes and kitchen requirements more or less familiar to those who have ever done any cooking at all. For the present purposes it must be assumed that the remarks in this section are addressed to those who have at least had experience in a household as cook, or cook-general; and also that such experience has been acquired by cooking for a family. The management of an ordinary would not be likely to fall into the hands of a fully trained cook or budding *chef*, and supposing such a thing did happen there would not be the same necessity for proffering advice either on its management or conducting the culinary side of the task.

The management of ordinaries, however, offers a prospect to many good family cooks who wish to be out of “service,” or are in a position to inaugurate the supply of an ordinary as a business venture on their own part, either in conjunction with a well situated inn, or else at some other convenient premises in local market towns and provincial towns

that owing to special industries attract a fairly regular number of commercial men. To those who come under this classification there are many suggestions to be made and a certain amount to be learned concerning the management and the serving of ordinaries that it is highly improbable any family cook would arrive at unaided or ever have the occasion to acquire. For instance, the average cook is engaged to cook and not to cater. That lies with the mistress of the house, who decides the size and choice of joints independently of the cook, whose duties are merely confined to the kitchen and the actual cooking of what the butcher may bring.

Hints to Beginners

In the light of the foregoing summary of the possibilities of the business in ordinaries, it is only natural to surmise that there will be a fair percentage of those interested in this kind of catering who are more or less novices, certainly as far as public service is concerned. There are therefore one or two points that need special consideration. Without laying down a hard and fast rule it may be stated that as a general thing it is distinctly risky for strangers to embark on such an undertaking. No doubt there are exceptions to this, but it is, broadly speaking, impossible for the average stranger to start in on this branch without paying for experience; and although experience is not only invaluable but also subsequently proves a most merchantable commodity, it can be purchased at too high a price. Furthermore, the beginner should endeavour to maintain a keen sense of proportion, because although experience is the foundation of success, you cannot build a house or a business properly if so much capital is sunk in the foundations that there is not enough left for the walls and roof. Provided that there is a fair knowledge of the actual cooking details, the next best equipment is an intimate acquaintance with local conditions. Foresight and sound judgment, coupled with a personal acquaintance with local requirements and limitations, can often produce most financially gratifying results, where a really first-class caterer who was a stranger would have as much as he could do to make ends meet. In this direction small beginnings are usually the best, for it is better to really please twenty-five customers than to give doubtful satisfaction to a hundred. Just as good wine needs no bush so a small but bound-to-come-again clientele is the best recommendation and the most reliable form of advertising. A certain amount of publicity is imperative at the outset, but both energy and capital should be mainly devoted to giving indisputable satisfaction in both the viands and the service. In order to be successful in these last two features attention must be given to the class that is to be catered for, and all the points of distinction between the farmer's ordinary and that of the commercial traveller dealt with in this section should be carefully studied by those commencing in the business.

In order to avoid confusion and to assist the uninitiated to follow this advice effectively these two branches of the ordinary will be kept quite

separate. On the other hand there are many matters that are of equal importance, so that it will be advisable for the beginner first to peruse both subdivisions, and then study more closely that particular department on which specialisation is to be made.

General Management

No matter which branch of ordinary catering is under consideration the chief elements of success are punctuality, prompt service, and liberality. Of course, the last named must not degenerate into prodigality, but while there is no need to strive for anything approaching sumptuousness there should be such a disposition of supplies as to convey an impression of abundance, and the whole service permeated with a spirit of liberality. As regards appointments, the main thing to aim at is comfort, as it gives an atmosphere of homeliness which not only sets the farmer at ease, but is particularly acceptable to commercial men, who are often away from home weeks at a stretch.

Apart from the actual surroundings and the fitting up much depends on the personal attitude of the staff and the management. Almost every customer has what is often called a "weakness," but which is really a pronounced liking or strong preference, and a study should be made of these individual tastes in order that they may be duly provided for and satisfied by foresight on the part of the staff, and above all by the introduction of the personal note on the part of the manager or manageress. For one or other of these reasons it is often desirable that the head of the establishment should be at the carving-table, if not the actual carver, so as to supervise the portions as they are cut and ensure satisfaction. The waiting staff may naturally be subjected to frequent change, but there can and should be a sustained and well-directed interest in giving consideration to the tastes and preferences of customers on the part of the management.

Quantities and Cost

In the following it is only possible to give a rough and ready idea of how to provide because local conditions vary very widely, while the question of cost is even more closely controlled by proximity to big markets and available local supplies. Still, it is desirable to give some idea as to quantities for the guidance of the beginner. Much may depend upon whether the dinners are served or the chairman and the vice do the carving, as is usually the case amongst commercial men, but even then it is doubtful if there is much to choose between the two if a second helping is customary, and it is generally looked for at the majority of ordinary dinners, either to the alternative joint or a side-dish. For ready-cut catering about seven pounds of cooked meat will suffice for fifty persons at 1s. 6d. a head, which will be made up of, say, three pounds of beef from the joint, one and a half pounds of ham, one pound of tongue, and one and a half pounds of pressed or tinned corned beef. Keep an eye on condiments such as mustard, pepper and salt. As a rule from 9d. to 1s. for every fifty persons

must be allowed. Rolls of bread also are items to keep in check, and in the ordinary way will run to one penny per head. For bread and butter two pounds of butter should do for fifty people. Soup is a variable item, but seeing that at ordinaries roast joints predominate, and soup when served should certainly be good, it is as well to calculate it at one shilling per quart. Ox tongues, other than tinned, usually run to five shillings each when cooked, but are mostly much better flavoured and often cheaper in the long run than the tinned variety. Lobster salads have to be provided in season for the commercial men's table and ought to be reckoned at four shillings each. In this connection the mayonnaise has to be allowed for, and as it is frequently required for other purposes than lobster salad *per se* two shillings per pint is about the figure to go upon. Coffee is an item that should be served good or not at all, and although the best coffee is often put down as costing one penny per cup without milk and sugar, by the proper use of one of the two or three really reliable essences, good value can be given at much less cost (say three shillings per fifty persons) and certainly at much less trouble than by the use of the freshly ground bean.

There is also a lot of difference in the way joints of meat cut up, to say nothing of the caterers' adage, that the carver makes or mars the profits. Where a large joint can be coped with, one of the most economical is the topside, but in this connection further information will be found under farmers' ordinaries, for which the selection of the joint is of primary importance. When tea is served it is as well to allow three-quarters of a pound of tea to fifty people, when made in an urn, four quarts of milk and four pounds of sugar. Where an appetiser is wanted some simple and cheap dishes may be found among the recipes given at the end of the section dealing with light luncheons and snack bars. When, however, a centrepiece is required the following will be found effective and not too expensive : Add pepper and salt to one gill of cream and whip it well. Then mix in thoroughly one ounce of finely grated cheese. Edge one dozen cheese biscuits with small watercress leaves, and spread three portions of the cream with a spoon to imitate the leaves of a sprig of shamrock, or put the mixture into a forcing cone and pipe on any flat floral device ; and in either case place in the centre a little sieved yolk of hard boiled egg. A little butter smeared round the edge of the biscuits makes the placing of the watercress or small nasturtium leaves much easier, and not only saves time but keeps the design intact when handling or passing at table.

Having thus outlined the principles of organising an ordinary it is time to pass on to the consideration of the details that differentiate market-day or farmers' catering from that of the migrating commercial man.

Farmers' Ordinaries and Market Dinners

There are considerable variations according to locality, but generally speaking the tastes of the farmer are simple ; and quite a simple style

of service will not only suffice, but will as a rule be preferable. On the other hand, it will require a special knowledge of local conditions to give satisfaction, because although their tastes are simple from the culinary point of view faddishness is frequently prevalent, and as these likes and dislikes are often as deeply rooted as they are unreasonable they must therefore be allowed for and not slighted. Irritating and even astounding as some of these whims and fancies are they are worth studying because they can be turned to profitable account, since when a customer finds his fads and fancies treated with consideration he mostly becomes a constant customer and often constitutes a good advertisement. Among the peculiarities of taste to be met with is that of the man who never touches hot roast beef. Many never care for any cold roast meat but like cold boiled salt beef. Mutton is not very popular as a rule. Some won't look at a rabbit, and stews generally are discredited.

Management and Service

Aim chiefly at homeliness and an atmosphere of substantiality in appointments and service, especially in the matter of chairs. Many farmers are shy of the light bentwood chair and despise openly all semblance of fragility, though in reality the impression has been created by what is actually only refinement. Generally speaking safety will be found in beef and pork. Very few vegetables are popular, save the potato, and care should be exercised to procure only good cookers. Cabbages and brussels sprouts are often classed as cows' or pigs' food, while sprouts are objected to as being "too rich." It is better to specialise on, say, boiled beef or roast and boiled legs of pork, according to the likes of the majority of the customers, and to aim at perfection, than to attempt too wide a range of joints. Really good cold boiled salt beef is about the safest joint for farmers. As a rule sweets are not in favour unless it is a rice pudding, and many never touch cheese. In any case only good American and Cheshire will be needed, and that must be rightly ripened and not too much so. Cheese ripened to the green streak stage is not usually appreciated. It must be mild. The bread should be plain. A goodly sized square chunk of household bread generally finds more favour than rolls or cobs, and it should be new. Strange to say even day-old bread is frequently disparaged by the farming fraternity, just as much as, with very few exceptions, they are keen on dumplings and gravy. The latter is dealt with in detail in the subdivision which immediately follows.

Catering and Kitchen Hints

In almost all counties, and particularly in the eastern ones, light dumplings and gravy are held in high esteem; and the cultivation of a good reputation for the same is an excellent asset for the country caterer. The drop dumpling will not serve. The genuine light dumpling is steamed bread. Lay some dough with yeast just as in preparing dough for baking. When risen thoroughly suspend a sieve covered with a piece of muslin (or spread a small table-cloth) over the mouth of a copper half full of fast-

boiling water, and replace the copper lid till steam escapes freely. Cut off lumps of dough the size of a breakfast cup. Work in a little flour on a paste board, handling lightly, turn in the corners to the centre, then turn right over and lightly shape into a round dumpling. Place a dozen or so in the sieve about two inches apart all round and steam for fifteen minutes. If a table-cloth is used it must be weighted at the corners on to the frame of the copper to prevent it sagging with the weight of the dumplings and touching the water, which in no case must be allowed. The copper lid must fit closely. Serve on small soup plates, with well concentrated gravy from roast or boiled joints, seasoned to taste. If the gravy is rather fat it will not matter, but avoid excessive grossness. Serve separately as a rule. If served with the cuts from the joint still serve on a separate deep-welled plate with good *hot* gravy.

To excel in boiled beef care is needed in the choice of the joint. As a rule satisfaction may be given with the split from the hind leg, the thick end of the flank, the round of beef and the aitch bone. Salt in a moderate brine. Boiled pork is usually the half leg (loin end) and also the ham. When cooking place all salted meat in cold or tepid water, and unsalted into hot water. Bring to the boil gently, and then allow to simmer rather than boil fast. Skim well and often. Allow 20 minutes per pound, and when simmering slowly an additional quarter of an hour. For roasts the sirloin and boned ribs of beef are best. The aitch bone is also a useful joint when fat is undesirable. In pork preference should be given to the chine, the spare rib, and the loin. When roasting a loin score it closely and neatly, and then brush it over with a mixture of oiled butter and salad oil before baking. In any case give special attention to the instructions for roasting and boiling meat under Light Luncheon and Snack Bars.

Ordinaries for Commercial Men

At the commercial room table it is customary to have a chairman or vice-chairman, who carves; while side-dishes are carved from opposite sides of the centrepiece by deputy carvers. Plates, vegetables and saucers should be handed by the staff, who should be trained to give special attention to providing well and quickly for the wants of the chair, vice-chair and deputies in the matter of vegetables and accessories, as soon as the rest of the diners are served.

It is also advisable to have a side-table with cold viands for wider choice, and more particularly for stray and late customers whom circumstances may have hindered, and who will carve for themselves and often wait on themselves, hot vegetables being placed as necessary on the side-table. This is customary in order to spare the chairman and vice being interrupted in their dinner, and to allow the staff to get forward with the second course, which late-comers will thus be enabled to overtake, and so conveniently catch up the other diners. The habitual straggler, however, should not be encouraged, as he causes unnecessary and unwarrantable inconvenience to the majority. He will, however, generally prove amenable to a word of warning or jocular admonition emanating

from the chairman himself or prompted by his remarks to some other diner, well acquainted with the customer.

Service and General Management

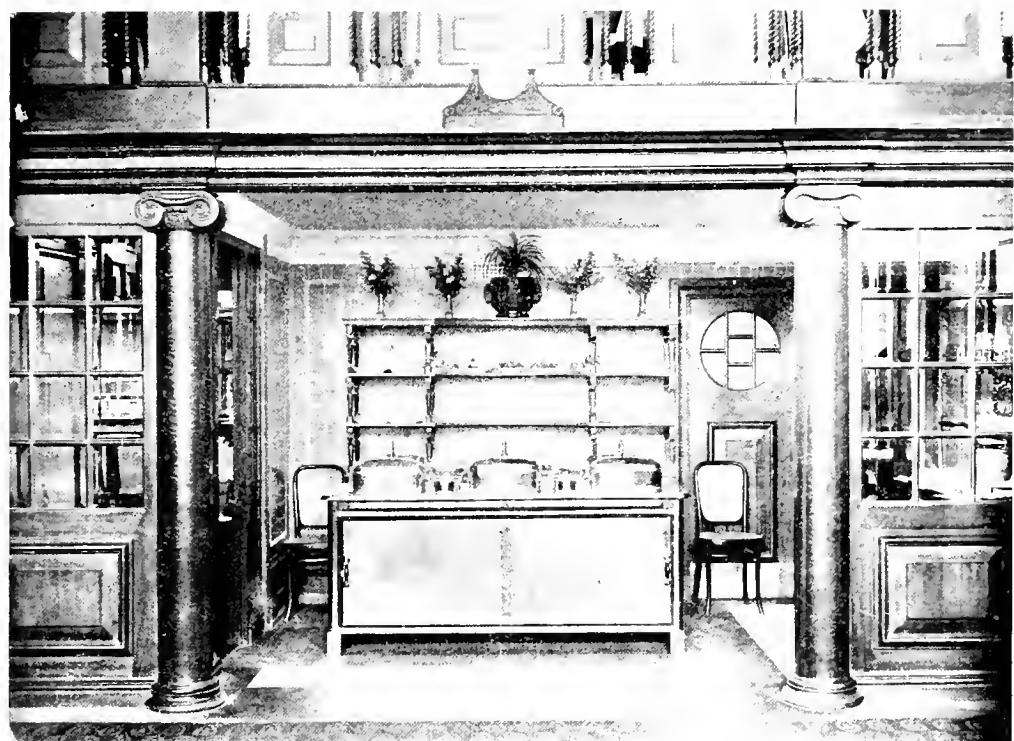
In addition to the foregoing remarks concerning the customary conduct of the commercial dinner, it must be remembered that the service generally should be of a rather higher and more refined grade. The commercial man moves about, and though he is much the same everywhere, and fairly easily pleased, he appreciates good taste in the appointments and such refinements as spruce napery, clean cutlery, flowers, rolls and fancy bread.

He also has a very natural predilection for variety, since there is a tendency to monotony in the menu of the commercial room, and any endeavour to alleviate his experiences in this defect by widening his choice will usually bring its own reward in the shape of a quick response to such consideration, resulting in prolonged or permanent patronage.

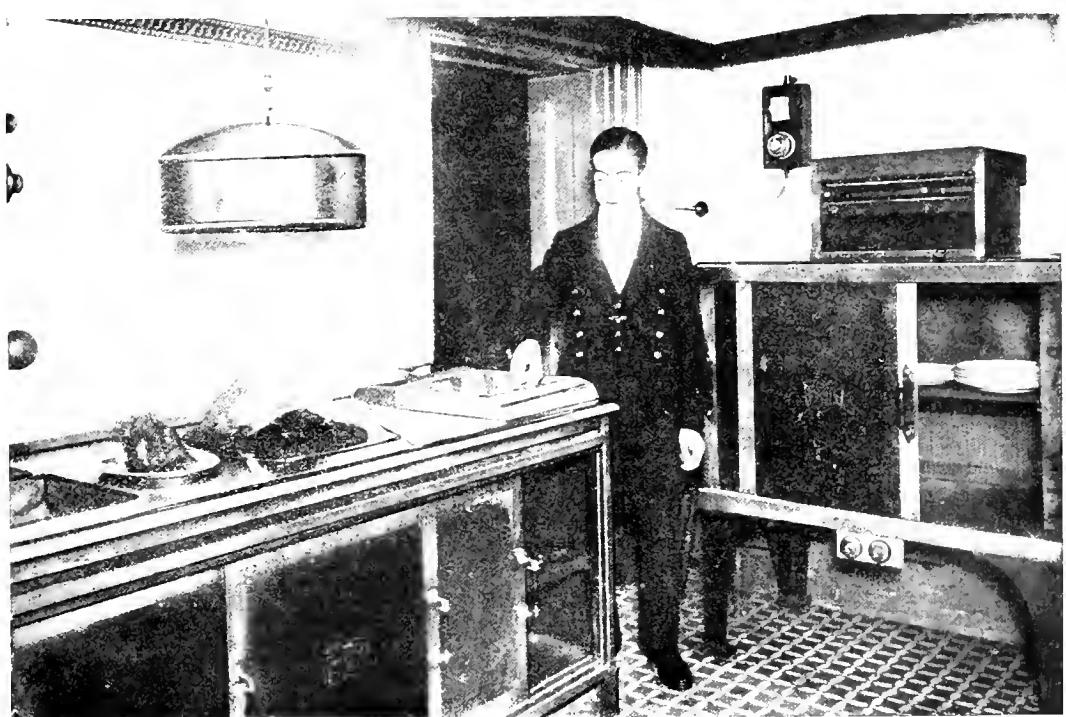
Catering and Kindred Hints

In the first place give attention to the provision of a good selection of vegetables dressed with well made and well seasoned sauces, as in the case of marrow, butter beans, cauliflower and broccoli. Baked, boiled and jacket-roasted potatoes should always figure with the choice of the joints. Boiled carrots and parsnips with pork, and mixed mashed carrots and turnips (1 to 3 in proportion) are excellent with roast beef and steak puddings and pies. Game and fowl are usually popular and thought a lot of by the majority. The commercial man of to-day is nearly always fond of all kinds of vegetables and by no means as much a meat eater as the man of agricultural connections. Salads, vegetables and greens are always welcome, and help to dress the side-table nicely. Much can be done in the matter of salads and vegetables to win favour and give the cuisine a good name, while on licensed premises a few simple hors d'œuvre will not be out of place. Sweets in the shape of fruit tarts, custards, stewed prunes and all first-class canned goods with plain, clotted or whipped cream, appeal to such palates, while in season a good junket or carefully concocted varieties of trifle will capture many a regular customer.

For the side-table there will always be room for a good ham, pressed beef, galantine of veal and pickled tongue (see Snackery Recipes). Game, rabbit and pork, steak and sausage, and steak and kidney pies with good short crust, glazed, and garnished with tomatoes, cabbage lettuce, French breakfast radishes, and sliced hard-boiled eggs, afford acceptable variations as well as enable much cold or surplus meat, frames of game, etc., to be turned to account, if care is taken to prepare a good gravy (from fresh meat trimmings from the fresh joints before cooking) and adding the same liberally to the pies before they are allowed to get cold. Cheese items may also be extended to include Gorgonzola, cream Dutch (Edam), Stilton and cream cheeses of the bondon type. Lastly, as an adjunct to these additional items, include a full range of good pickles, if possible letting the red cabbage and walnuts be home made.



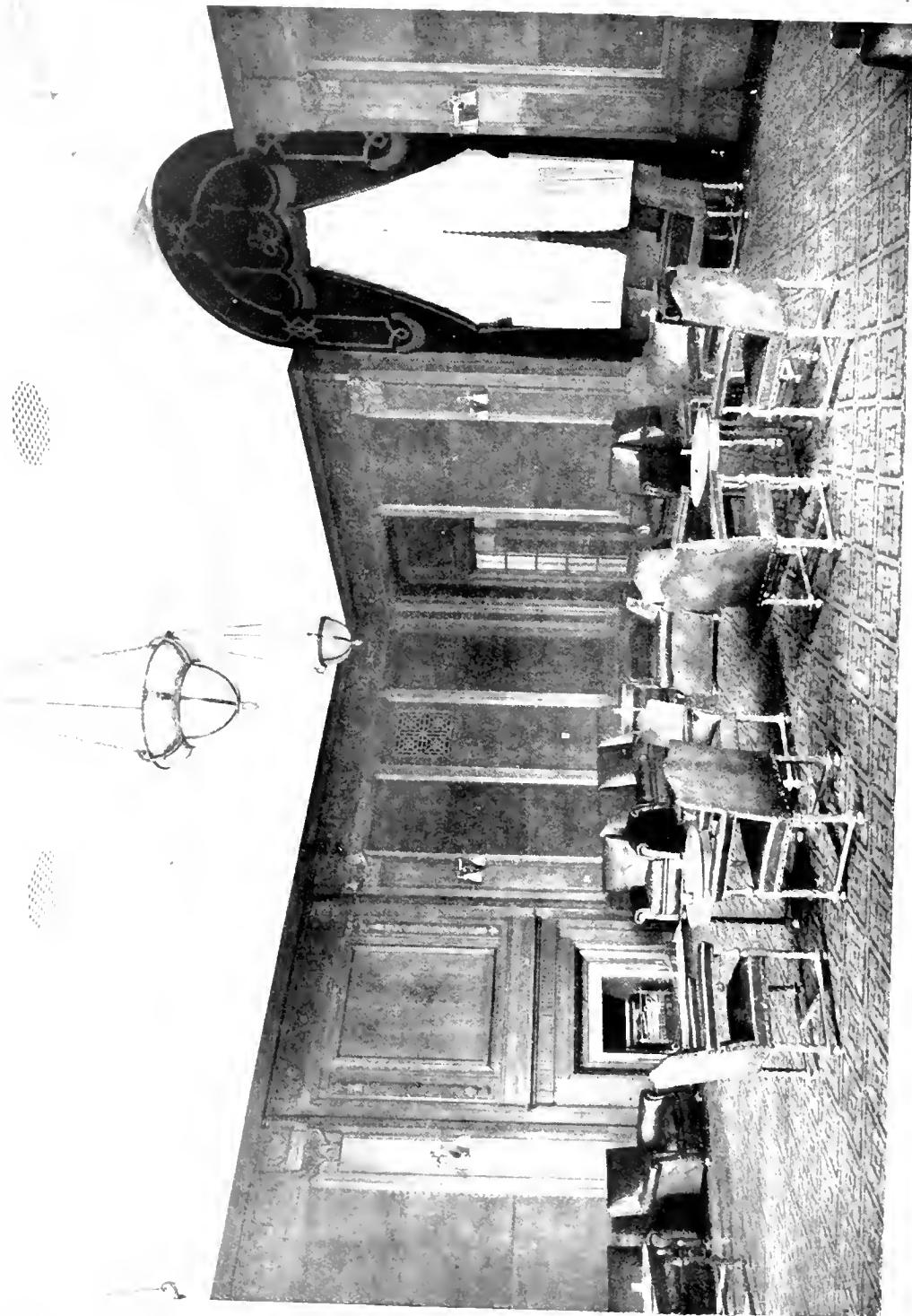
CARVING TABLE AND HOT CUPBOARD.
Direct Service from Restaurant itself.



To face page 1.

CARVING TABLE AND HOT CUPBOARD.

A SMOKING ROOM.



CHAPTER III

THE LUNCHEON BAR

Managerial Methods

THE snack or light luncheon bar has become a characteristic feature in catering establishments. Under this generic title is included the bar which is an adjunct to the luncheon and dining rooms in hotels, the snack bar in licensed restaurants, the counter bar of dining-rooms, and also the genuine refreshment bar at railway stations, more particularly at termini, important junctions, garrison towns, and industrial centres.

In each of these instances there are special features in the management that need consideration if this class of catering is to be successful, at all events from the purveyor's point of view, which naturally takes chief cognisance of profits in the first place; after that the cultivation of a regular and increasing patronage, and lastly, as occasion permits, turning to account the catering possibilities of special events.

On broad lines success in this last-named direction depends on a knowledge of local conditions and an intelligent forecasting of the opportunities of the moment, arising out of topicalities. Also, as a general rule, some form of special advertising is desirable if business is to be made the best of on such occasions. Much also depends on *locale*, and so important is this, that it often pays to secure small premises on the direct route or line of traffic in addition to the main establishment in the immediate neighbourhood. The right adjudication of the pros and cons of such feeders (partly by way of special advertising) constitutes the essence of successful management.

Reverting now to what may be termed the ordinary, everyday class of business in hotel, restaurant and dining-room bars there are one or two points in connection with the actual management that need emphasising, apart from all that this word naturally implies. In the first place there is equipment. Nothing very elaborate is needed for these stand-up or high-stool bars, but the wise manager will aim at giving a certain tone to his establishment. Adopt a system of stands and clear labels for every snack. The details of this point strictly belong to the department of the service, still the manager should originate the predominating ideas upon fittings and methods of display so that he may be able to ensure a fitting maintenance of appearances, no matter how his menu may have to be regulated by the season and the price of supplies. There is scope for considerable originality in this direction, and the cultivation of this line makes for attractive and successful management. It may necessitate an adjustment of the thinking-cap, but just as the adage has it that more harm is wrought for want of thought than want of heart,

so assuredly does the exercise of thoughtfulness bring permanent success. It is forethought, thoughtful observation of surroundings and appearances, and thoughtfulness on behalf of the customer that rob afterthoughts of regretfulness. Thoughtfulness makes money, and that is the manager's main object.

Another important point is to profit by miscalculations. It is well-nigh impossible to unerringly estimate the needs of customers, but a little system and special observation during the time that the service is in full swing will work wonders in regard to this particular. The progressive manager will devise a method of noting the class of patrons he gets, be they daily ones or occasional, and analyse the returns so as to proportion his catering to the predominating class he is attracting. Bear in mind that success lies largely in not only suiting the tastes, but also the pockets of patrons. It is also a wise and easily organised plan to check the viands that prove most popular and to widen the variations of such popular items. In all cases let the catering be seasonable, but the characteristics of the individual bar should be predominant. Some snacks it will be found are always seasonable. The manager who takes the trouble to institute the checking principle previously alluded to will gain some eye-openers upon the catering side which will often save much fruitless worry concerning the menu, and prove trustworthy finger-posts on the road to regular and increasing profits.

Railway, Racecourse, and Kindred Bars.—There are certain special conditions in connection with this class of catering to differentiate it from the previously mentioned snack bars, and entail special management.

Although in many localities it is as possible as it is desirable to encourage the regular customer, still there is a great incursion of the erratic element upon the business of such bars. In many cases predominance is often given to the supply of liquid refreshments, and the strictly feeding items take a back place. Be this as it may the rightly managed bar should always have its "snackery," and, moreover, this should be more ambitiously planned than the everyday section. Of course, first and foremost, it must be realised that there is a very heterogeneous clientele to cater for, and so the catering problem will be considerably complicated, but it can be readily resolved by insight and observation. Besides, the day of the dry-as-dust railway sandwich and voluminous (but often stale) flaky envelope to an elusive mite of breadcrumb and gristle that constituted the traditional sausage-roll has passed away, and the public want, and will have, something tastier and better by way of a snack. And as this inclination is growing it pays to foster and satisfy it. The railway refreshment bar of to-day attracts quite three distinct classes of customers. There is the man who wants a drink and takes a snack. There is the man who wants a mouthful and takes a drink, and there are those who can do with both, but chiefly want something tempting by way of a snack, fruit or what not for the ladies to eat in the train or on the race stand. The manager of the railway bar should never forget the ladies.

Properly catered for they are good business in many ways, and they are oftener in need of light solid refreshment than they are of liquid. If they can get the former while the gentlemen get their share of the latter it frequently trebles the takings from every couple that comes in.

To be prepared and yet avoid waste and loss it is necessary to keep in close touch with the railway's excursion programme, and to study the people or places for which special train service is projected. On all such occasions give prominence to a side-buffet with a sloping top, on which "snack" portions of cold game, fowl, salads, fruit and the like, interspersed with half and quarter bottles of light wine, are attractively displayed, and above all clearly and reasonably priced. Everything on this buffet should be put up in embossed cardboard cartons and dishes ready to take away, and should be quite separate from the eating-bar. When possible it should be situated near and certainly in sight of the door, and small tables should be provided for the accommodation of ladies in the refreshment room.

It is surprising how almost unconsciously the travelling or pleasure-seeking public have taken to relying on railway bars for supplying light refreshments of this kind for the journey even when restaurant cars are run with the train, and whenever they find it well and temptingly provided they seldom forget it, and nearly always pass the information on, so that in time it becomes a habit to inspect the ready-put-up buffet. There is no necessity to elaborate the details of the catering or to justify by argument the wisdom of taking some trouble over the inauguration and expansion of this class of catering, but if any confirmation is desired or any inspirations as to style or procedure sought, let that managing-caterer take a run across the Channel and pay a flying visit (with observant eyes and a copious notebook) to the arcades that flank the pavement café under the arches of the Gare Saint Lazare in Paris. Upon any day he will see an assortment of comestibles that will serve to dress his buffet for many a day and suggest many ideas. But should he be wise enough to select racing time or a fête day he will gain even greater inspiration. Stall after stall will reveal to him not only a wonderful range of tinned *delicatessen*, but an array of surprisingly cheap portions of dressed and mayonnaised crab, lobster and crayfish, prawns, fried soles and similar delicate fish, all garnished with suitable salads or legumes, with tiny paper cruets containing fitting condiments nestling in the centre; quails, ortolans, game, fowl, veal, and various cutlets, relieved with radishes, tomatoes, egg, chestnut, etc., stuffings; tarts, pastries, custards, creams, and dessert fruits galore; all displayed in dainty but serviceable cartons, which pack away swiftly and securely into strong circular or oblong string-handled paper bags. Which same bags, by the way, bear the purveyor's name in very bold lettering, the addresses of his branch caravanserais, and a list of the chief delicacies on which he specialises. It will be found to be an educative as well as an inspiring experience, and the sovereign or two laid out will prove to be money more than well spent, for it will repay itself time after time if what it purchases is duly turned to account.

Of course the principles outlined in the foregoing apply equally as much to restaurateurs and caterers who are conveniently situated about the environs of railway termini and places of public resort.

Staff and Service

Though for the first moment there would appear to be little to consider concerning the staff other than the usual features looked to by every management, experience teaches that there are several little differences which make for success, especially in licensed bars. With all due respect to the capable barmaids they are often not as suitable for the snack bar as girls whose primary training has been in the restaurant pure and simple. The exceptions that are met with merely prove the rule. There is no need to specify too particularly, but a little reflection will confirm the truth of this. Such girls are used to the serving of eatables, and have had more experience in diagnosing customers. They have a quicker and better trained perception, and also better memories for personal likes and dislikes, the exercise of which is very taking. It is but a subtle form of flattery, yet it goes a long way towards pleasing customers and procuring permanent patronage.

Neatness of person is of more importance than persiflage or mere good looks at the lunch bar. There must also be inherent good taste and an eye for artistic effect in garnishing and general display. Some girls can do wonders with a sprig of parsley, a few slices of cucumber or beetroot, a sliced tomato and a cabbage lettuce; yet some really smart barmaids whose glasses and bar fittings do them the highest credit, could not take the "flatness" off a small plate of beef, ham, or tongue with the whole of a greengrocer's shop. Resourcefulness is also another characteristic to look for. A hesitating customer is often quickly satisfied and induced to come again by the display of a little interest and a simple rearrangement of the fare offered. Ability to make suggestions as to fresh combinations of viands and cold vegetables, vegetable salads, and so on elicits likings and personal preferences. Such an ability is an essential qualification for fitness to serve at bars of this type.

In the case of a male staff deftness and quietness in the service are the two qualities that are mostly lacking, and a spotlessly white short jacket with neat facings and smart buttons is a great help to uniformity and attractiveness. It pays to provide them ready laundered, and impose the cost of extra washing as a fine if soiled through carelessness or abuse. In no section of catering, hardly, is there greater need for daintiness in the staff and service than in the snack bar and its maintenance.

Characteristic Catering

Herein lies the secret of the modern snackery. There is room for almost unlimited ingenuity in devising appetising tit-bits and light luncheon combinations. Without doubt the successful caterer is more or less to the manner born, and cannot be made. Given, however, culinary ability and some gastronomic gift it is possible to cultivate this branch

until experience has taught the craft and practice has brought it to well-nigh perfection, at all events in some individual direction.

Obviously the keynote is variety, but this needs qualification because its meaning is often allowed to degenerate into mere promiscuity. Indiscriminancy is something quite different from variformity. With the former it is possible to be spoilt for choice, which is almost as unsatisfactory as lack of choice. By the latter some particular feature which is so pleasing to the palate as to win popularity is presented in various forms, so as to afford the pleasantness of novelty and the ever gratifying charm of variety.

Therefore, when seeking for genuine variety, aim first at excellence in one or two leading lines, and, having carried these specialities to some stage past mediocrity, albeit perfection may not have actually been attained, then elaborate them and make a feature of them on all the conceivable variants it is possible to devise. The first step towards accomplishing this aim is to have the courage to leave the beaten track and venture even if cautiously into the domains of novelty. Experiment a little in gastronomic contrasts, and by such means endeavour to achieve originality, always, of course, keeping this highly desirable attainment within the bounds of common sense and palatableness. Originality in the snackery is like garlic in the kitchen, it needs great discretion in its use. But just as garlic is the backbone of almost every known sauce or relish, so a pleasing originality, fittingly presented, produces that most desirable notoriety which is the best of business bringers and a sure retainer of custom.

There are those whose gastronomic education enables them to discern that some things have their season, and they seek those things where they are to be obtained at their best, but season eating only applies in a limited degree to the light lunch bar, and though seasonable variety must not be neglected, regularity in the supply of the most popular daily specialities is of greater importance. The happy medium in this direction is best attained by adopting and adhering to a systematic arrangement of the bar, and then having a neat frame mounted on a heavy foot stood on the counter headed "Special This Day." Into this frame printed carbon strips can be slipped as occasion demands, and attention thereby drawn to those things that interest the in-season seeker (who is often only an intermittent customer) without interfering with the regular customer or upsetting his habitual preferences or proclivities.

As an indication of how to specialise and strive towards originality a few directions in which one may safely deviate from the rut of routine may now be particularised, and while they are but the main roads of novelty, nevertheless they will serve to expand the minds of intelligent eaters and enable them to tread the path of gastronomic research prudently.

In the first place one of the commonest eating requisites *bread* will serve admirably as a start upon the way of originality. It is quite of late years that the ham or tongue finger in its half-easing of grease-proof

paper has made its appearance, and this idea in snack serving seems to have stopped short therat.

Much attractiveness and novelty may be derived from the preparation of suitable shapes and qualities of bread as a medium for presenting snacks and sandwiches of the finger-roll type. At present try as you may to disguise the fact a slice of buttered bread as the basis of a sandwich is still a slice and nothing but a slice. There are sandwiches for which nothing better than thin white or brown slices from a square loaf can be conceived, as, for instance, with certain pâtés, potted meats and fish, watercress, lettuce, cucumber, or cress and small nasturtium leaves. But for meals especially shaped small rolls and cobs are desirable. Also for cheese, crusty sticks and genuine twists (not plaited twists). With veal, milk finger-rolls well salted. Malted bread, brown cobs, and milk bread, made partly with sweet-herb water, go well with different kinds of game, fish, and fowl snacks, and give distinction to the catering, just as many gourmets prefer "brot" or rye bread with venison or roast cygnet. Then there are a variety of uses for bread buttons, lightly browned, as an accompaniment to some of the richer patties, vol-au-vents, sausage-rolls and kindred snacks, which have a better relish with a toothful of bread. Two sausage-rolls and two bread buttons can be done at an inclusive price where a penny roll is not permissible.

If there is any difficulty in getting this bread from the baker, it is not such a very serious matter to bake for one's own needs and have distinctive and suitable cutters for the dough to suit all requirements. In Paris the baker was compelled by law to supply fresh bread as often as three times a day, and look how French and Viennese bread is sought after, and what zest it gives with good butter to long radishes, melon slices and cheeses. It is worth a little trouble to have fresh crisp finger-rolls and buttons, or milk-glazed lemon-brown cobs to work upon, which cut up for all kinds of sandwich snacks exactly as you want them to in the matter of size, thickness, lightness, or substantiality. Progress passes along the way of the bread-wise and smooths the path to celebrity at luneheries and snack bars.

Another outlet for ingenuity is to be found in specialising on *cheese snacks*; Cheshire, Wensleydale, Caerphilly, laetic, creams, bondons, Camembert, Gruyère, Gorgonzola, Stilton, Roquefort, all afford opportunities for originality in service, with suitable pickles, radishes, greenstuff, tomatoes, marmalade, cranberries, and selected breads. Great variety in highly palatable combinations is possible in this direction alone for the caterer possessing intuition and the conviction of his own palate; and thereby he is soon enabled to discover the palates of his patrons, a practice which is profitable in itself, and also in other ways, for the gastronome likes to introduce his delicacies to less cultivated palates, and that brings additions to the influx of customers even if they eventually revert to the ordinary and familiar snacks.

Sausages of all kinds afford another instance of missed opportunities. This does not mean development along the lines of the time-discredited

mystery that has been rolled in bread-crumbs and fried in fat, and which when cold has an outer coating of fat that imparts a greasy flavour too mixed or pronounced to give even a good sausage a chance, but applies rather to various kinds of pork sausage, with special herb flavourings, such as mixed sweet herbs, sage, borage, etc., and also sausages on the lines of the Frankfort, Westphalian, French, Belgian souci savoureux and modifications of the liver *wurst*. There is no reason why the Appenrodt's of the catering world should monopolise in such matters, neither is it compulsory to adhere slavishly to time-worked formularies in trying to merely imitate the originals. Import a little home-made originality into their production.

So much for general suggestions on gastronomic experimentalisation and research for original features on which to lay the foundation of the modern stand-and-eat and already-served class of catering. But it is necessary, in order to avoid misconception, to consider in closer detail how these otherwise desirable principles are to be applied aright under the special limitations or particular idiosyncrasies pertaining to the three main classifications which were defined at the outset. It is not possible to convey ideas as to desirable departures and pioneering propositions, save on broad and general lines, because the subject has to be considered as a whole, and it is impossible to get the true perspective unless a bird's-eye view is taken ; but in so doing details must of necessity be more or less lost sight of, if they are not actually entirely obscured.

This being so, it is obviously equally important to descend from the clouds and come down to details, in order to ascertain that the programme is workable in its minutiae, and amenable to the exigencies of special surroundings. By so doing pitfalls are revealed and there are increased opportunities for conveying a more accurate conception of what is applicable as a whole, and the how, why, when and wherefore of what appertains only in particular instances.

The imperativeness of proceeding in this manner becomes clearer when recognition is given to the fact that while there are three distinct classes of light luncheon bars under consideration, in big hotels complications arise and reservations become necessary owing to there often being bars within bars. It must not be assumed therefore that every suggestion or recommendation given under any one sub-heading is generally applicable, neither can the progressive principles advocated be carried out *in toto* by each and every caterer in even this isolated branch of the catering craft.

When first considering the luncheon bar it will be remembered three broad classifications were made, and now it is advisable to adopt a slightly different plan of subdivision, which gives in the first place the light luncheon and snackery establishments exclusively devoted to this class of catering ; next the hotel luncheon bar ; and affiliated thereto are licensed bars which provide food, as in the case of the licensed victualler, with whom may also be classed the restaurant bar ; and lastly the railway

refreshment bar. These must therefore be considered in detail in the light of the foregoing proposition.

Light Luncheon and Snackery Establishments

These constitute the legitimate light luncheon bar because the supplying of the same is their sole purpose, and attention is devoted to procuring the greatest possible variety. There are no restrictions as to the menu for the day, so that a free hand can be given to the skill of the caterer. The principle and practice of originality apply most directly to these establishments and there need be no fear of putting to the test the suggestions that have already been thrown out on this subject. It is as well to make a feature of a full and choice range of cold vegetable salads (*see also* Kitchen Hints and Economies in Volume II., that is to say, cooked vegetables dressed with good oil, pepper and salt. This section should at least include haricot and butter beans, flageolets, beetroot (without oil), young carrots, onion and potato, celery roots, green peas (in season) French beans or runner beans, and broad beans (slipped out of their jackets). New potatoes (in season) are greatly appreciated if carefully boiled with an onion, then sliced about quarter inch thick and dressed with a little seasoned oil and sprinkled with chopped parsley. There is scope for originality in caviars. Apart from the original green or black Russian caviare, there are French and Swedish caviars which are less pronounced in flavour. Swedish caviare generally finds favour with even those who are not otherwise attracted by caviare. It is possible to make an excellent British caviare from cod and hake and halibut hard roes. Various modifications of Bismarck herring, beginning with fresh herrings, can easily be prepared, and also lightly cured bloaters skinned and boned after boiling serve as the foundation for many tasty snacks. Where there is a difficulty in getting a plentiful or sufficiently cheap supply of fresh fish there is a wide range of tinned-fish delicacies, more especially the skinned Swedish bitar and filleted anchovies, or Italian anchovies (two kinds). A lot of good snacks can be provided by the exercise of a little originality from different sorts of soft roes, either uncooked as from bloaters, or else slightly scalded. When fresh herrings are cheap a good stock of Bismarckian types should be prepared. They keep almost indefinitely in well-sealed jars, and special spicings can be introduced. In connection with vegetables a good line is cauliflower or broccoli *au gratin*, also with macaroni, liver, etc., or *au naturel* with a suitable tasty thick sauce, of the Béchamel type. The Italian fish salad is also a dish of which to make a speciality. It is not imperative that stock recipes should be followed unswervingly, as various degrees of piquancy can be obtained by judiciously modifying the genuine article. In fact these tempered salads are often preferred, as the original is rather full flavoured for the uneducated palate, though it is always advisable to give appropriate names to these modifications and to reserve the Italian title for the true thing as otherwise customers who appreciate this unique snack will be disappointed and other dishes discredited.

Hotel and Licensed Bars

In these special attention should always be given to tasty and piquant hors-d'oeuvres, for which a variety of hints will be found in the previous section and under Recipes. It must be remembered that in bars of this kind there are frequently bars within bars. For instance, almost every hotel has a public saloon bar in addition to the hotel lounge itself, and in this saloon a snack bar is very often found. As the sale of liquid refreshment is the chief object, predominance must be given to snacks which are compatible both as incentives and also palliatives or corrective. A good choice of pickles, vegetable salads, prawns, anchovies, cheese snacks, and also tinned *delicatessen* should always be regular features. Avoid greasy or over-rich items. In the autumn and winter well-seasoned toasted cheese in frequent relays should be a standing order. Strive to achieve a characteristic flavour or piquancy. As regards the standard cold-meat snacks, the choice of these will usually be controlled by the menu of the day, since such bars are mostly run as adjuncts to the table d'hôte of the hostelry or the à la carte catering of the fully fledged restaurant, and are therefore dependent on the selection of the head *chef* for supplies. A little tact on the part of the bar manager will, however, almost always ensure convenient co-operation from the *chef*, seeing that the snack bar often affords an outlet for what might otherwise be wasted or at all events prove of little use.

Railway Bars

Here again much depends on whether there is a restaurant attached or not. But in either case there is scope for originality to a limited extent in catering for rare days with luncheon packets, and the needs of excursionists. Savoury sausages are always as convenient for such bars as they are apposite, while for racing occasions reference should be made to the notes on the French system to which we have already alluded in the introduction to this section. Although alcoholic drinks are almost always supplied, it is as well to cater for the abstaining section of the travelling public, as many are compelled to be abstainers through indifferent health, in which case *good* coffee is very much appreciated. Not only public opinion but also medical opinion has so greatly advanced concerning coffee in the last few years that a word or two on this drink is desirable. In the first place it takes less trouble and time than beef fluids, for an aromatic cup of coffee can be served as wanted without waste in a few seconds, because it is now possible to obtain an extract of coffee that, after exhaustive and competitive trials, has obtained the highest awards of the Sanitary Institute no less than five times. This extract can be served black, which is a unique feature about extracts. The importance of hot coffee to travellers is emphasised by experts and confirmed by the medical profession, by whom it has been recommended as a preventive of influenza and similar attacks. One of the latest authorities states that coffee is not only a stimulant but a food. When rightly prepared the

active principle, caffeine, quickens the circulation of the blood by raising arterial pressure, thus ridding the muscles of waste products and increasing their energy; while, unlike alcohol, its stimulating action is not followed by later depression. The caffeine is mostly lost in the urn-made coffee, but it is obvious that a hygienic and scientifically prepared extract should be served to travellers in all railway bars. This and other seasonable forms of catering should always be specially advertised by well got up sandwich boards and similar notices in the neighbourhood of booking offices, cloak-rooms, waiting-rooms, and arrival platforms.

Quick-lunch Establishments

These are something more than snackeries or bars, and are usually run on the help-yourself and pay-as-you-go-out principle. Long premises are desirable with a pay-desk and tobacco counter across one end looking down the room, with the one and only exit alongside of it. There may be two or three entrances fitted with irreversible turnstiles. Along one side there should be a narrow bar with every conceivable kind of sandwich packed on footed tiles with tall plain labels on a standard clipped to the tile. A boy in buttons should keep these replenished. Stack piles of small plates at intervals, and at both ends have dirty plate baskets labelled accordingly. Also racks for empty pewters. Across the far end arrange beer and cider, etc., barrels with pieces boldly marked, and festoon the barrels with small pewters on hooks screwed into the barrels. On the opposite side have a hot-water counter with piles of hot small soup-plates and a knife, spoon, and fork trough or basket along the front of the counter. Small steak and kidney puddings in basins, small basins of thickened stews and savouries, small basins of mashed carrots and turnips, brussels sprouts and cabbage, pressed, and haricot beans should also stand in the hollows on the heated top and be replenished from a hot chamber by the attendant, who can serve portions of sausages on boiled spiced cabbage, etc., (see recipes under Sausages). Following on this side should be a stand-up eating counter occupying three parts of the length, with fixed crucks at intervals and removable dirty plate and cutlery baskets underneath, ending in a two-storied sweets counter with ready-served stewed fruit, custards, chantillies, pastries and apple cake cut into portions. At the end of this last buffet have a boy in buttons with accommodation for empties, who also helps to steer customers who have finished to the pay-desk. In busy times two attendants should be behind this desk. Both elicit from customers what they have had and total up, but only one takes money, the other proffers cigars and cigarettes while change is being obtained. If the following system of prompting the memory of customers is carried out at the pay-desk it will be found that shortages seldom if ever occur. Politely but firmly make a point of taking one customer only at a time to each girl, the non-cashier passing her total on to the cashier. Always ask each customer these three questions:—(1) "Sandwiches or hot plate? How many, what vegetables?" (2) "Anything to drink?" (3) "Any sweets?" Only serve cheese as sandwiches. Let

the sandwiches, the hot-plate portions, vegetables and sweets be *all the same price* respectively ; that is to say, only one price for any sandwich, one price for any hot-plate portion, one price for all vegetables, one price for all pastries, stewed fruits and apple cakes. The drinks must be priced specially, and tea and coffee served by a girl at the hot counter. Supply bread from a penny-in-the-slot machine only. Have no hat or coat hooks, neither umbrella stands or racks. They lead to delays, confusion, mistakes, disputes or other unpleasantness, and the crook handle is so much the vogue that the exceptions count for little and may take their chance.

CHAPTER IV

FISH LUNCHEONS, DINNERS AND SUPPERS

FISH is steadily taking a more prominent place in everyday existence as a foodstuff, as opposed to its former rôle of something that comes between soup and entrées in "big" dinners, or is a rather troublesome and occasionally costly item that has to figure in the weekly household menus of suburbia. Till quite recent years the "mere man" looked on a fish luncheon or dinner as an apology for the same, and suffered it solely as an economising effort on his own part or that of his "household manageress," be she his landlady or his wife.

Naturally the astute caterer, quick to perceive temporal tendencies and the tastes of the moment, gave fish a most subordinate position in conformity with the predilections of the hour and vagaries of habit. But this state of affairs no longer obtains; and apart from those who follow fashion and so profess a fancy for fish, medical, educational and hygienic influences have created a class that first took to fish owing to one of these three agencies, and have since acquired a general liking for it, as well as incidentally becoming fairly good judges of what is what in this particular connection.

It is therefore to the advantage of the caterer who wishes to keep abreast of the times to mentally review his attitude and revise it according to the present status. After that, it behoves him to endeavour to "go one better" in the particular branch that he is equipped for; be it fish luncheons, dinners, or suppers. The exigencies of *locale* usually make it impossible to operate in all three branches at one and the same establishment, since lunches generally appertain to the early snack; dinners to the city man's midday hour for food and dominoes, or kindred relaxations; while suppers are associated with post-theatre refreshment or the finishing touch to an evening out, just as distinctly as "baked and boiled" suggests the carman's pull-up, and fried fish or oysters the finish up of the night off in the East or the West respectively. It is therefore best to consider each phase of this class of catering separately and on its own merits.

Luncheons

These usually take the form of sandwiches, portions of smoked salmon, caviare, and prawns, occasionally relieved with suitable salads; as well as sole, crab, and lobster salads and mayonnaise, with bread and butter, light white wines or something humbler to "kill the salt." Warm viands of any description are usually out of place, not only on account of the accommodation afforded, but also because they would be gastronomically speaking incompatibles. Even the crab and sole mayonnaise form a

slightly exceptional feature in the menu, because they entail the provision of something to eat them off and the implements to eat them with, as well as the existence of a wine licensee, since the idea of crab mayonnaise and stout is hardly harmonious, particularly in the forenoon.

However, when a gas-heated hot closet is available, hot oyster patties are usually favourites. With a gas-heated stock-pot it will also be possible to serve hot fish soups in the winter. The best of these are oyster, conger and clam. The conger is a gelatinous fish, and if stewed gently for some hours bones and all dissolve. The soup must be flavoured with appropriate herbs, like turtle. The best qualities are made with milk; or the conger may be stewed in water, so as to make a thick jelly, which is afterwards diluted with milk. Clam is an American soup, but a very good substitute may be made from most shell-fish (other than mussels), using as foundation a stock prepared from the trimmings of all kinds of fish. Conger-eel soup can be put up in the form of jelly in jars for sale at the counters.

Fried oysters are also excellent sellers, both hot and cold. In America a brisk trade is carried on in fried oysters put up in carton boxes, as these are freely bought for consumption at home. The oysters are carefully bread-crumbed and then plunged into a bath of boiling fat until a light golden tint. They must not be overdone, as the aim is to keep them tender, with a creamy interior. Fried oysters used to be well served at the Billingsgate Fish Ordinary.

Curried prawns (or shrimps) will be found another general favourite. They are not difficult to prepare.

Beyond these, little in the way of hot dishes ought to be attempted.

Strictly speaking the fish luncheon bar is a specialised development of the snackery, which depends essentially upon all the surroundings, the selection of sandwiches and snacks, and also the liquid refreshments, being accurately apposite and eminently appetising. This is a matter pertaining pre-eminently to the domain of management, and can only be satisfactorily determined by local knowledge of a district and its frequenters. Any attempt at generalisation would be futile, especially as there are already several obviously successful businesses being conducted on these lines which afford excellent examples to follow and improve upon, or else to adapt to local conditions.

The main principles involved are strict cleanliness and orderliness in the service; absolute freshness of provisions; promptitude at the pay-desk, and a general atmosphere of freshness, suggestive of seaside surroundings, and the original "briny." No particular equipment in the matter of appointments is essential, other than the foregoing, though a silver-sanded floor, shells and seaweed, ice, running water, a tank of live fish, or sea-anemones, etc., and marked walls and pillars are more in keeping than gilt mouldings, mirrors, and plush divans. As regards the catering itself, its limitations are self-evident, yet there is room for remarkable variety and the exercise of good taste to an almost inexhaustible extent. Aids to promptings in this direction may be sought

under the headings of Characteristic Catering or Snack Suggestions and Recipes in the section devoted to Light Luncheon Bars.

Oyster Bars

These prove very remunerative, especially when conducted in connection with a more elaborate luncheon bar or catering establishment. As a rule those run independently of other catering features are owned by oyster merchants, who thus combine retail with wholesale trading. The drawback to a purely oyster bar without a wholesale backing is that the trade practically dies away for four months, from May 1st. to September 1st. (the rainless months). Moreover, to be a genuine success it is almost necessary to hold a licensee, as the majority of customers who are prepared to pay a fair price for the dainties demand either stout or some light white wine to wash them down. The equipment required is quite simple, a marble-topped counter, a round table or two, tall stools for those who desire to sit at the counter, plates, oyster forks, oyster knives, lemon knives, and a bread and butter cutting machine. A mild malt or wine vinegar should be provided for those who prefer it; quartered lemons for others. Also pepper and cayenne. Thin slices of buttered brown and white bread should be supplied. Behind the counter should be a sink or thick slate slab where the oysters are opened, and a washing-up sink with hot and cold water supply. Napkins or "Japanese" paper serviettes should be available. It is advisable for all retailers of oysters to obtain a guarantee of origin and warranty of purity from the merchants, as, although accidents are exceedingly rare, these delicious shell-fish have been known to convey disease, and in seasons when gastric troubles are about frequently unjust suspicions weigh on them and their vendors. In such cases a lawsuit is always a troublesome and expensive matter, and often ruinous. A substantial warranty may actually stay proceedings, and in any event provides a safeguard.

As we have said, the oyster counter as an adjunct to other catering can be made very profitable. There is no reason why a fried-oyster trade as outlined on page 151 should not be carried on. It is also a good idea to have small barrels, containing from three to six dozen oysters on view, as this leads to excellent dispatch orders.

Dinners

This is a branch of catering that is capable of considerable extension. Formerly fish dinners as a regular thing were little heard of outside a few big seaports and in connection with London's famous fish market, Billingsgate. The fish ordinary there long ago gained fame. There the menu comprised fish soup, fish boiled, stewed, fried, and baked, one joint (leg and haunch of mutton or round of beef), boiled and fried potatoes and prime English cheese, with, of course, ale and stout in all its forms, and choice wines from the docks hard by. Apart from this, and such sporadic annual feasts as the erstwhile celebrated Greenwich Whitebait Dinner, or the East Anglian Sprat Dinners, practically nothing.

was done. Since our entry on the second decade of this twentieth century the dietetic and gastronomical merits of fish have been made more widely known, with the result that fish dinners are growing in popularity, and, with due attention to appointments, give promise of profitable results.

Business Openings.—In looking for these there are certain areas that should not be neglected, and the chief of these would seem to lie between the extreme north and south of the Midland counties, especially the industrial towns of the shires, and also from the western borders of the Eastern counties to Bristol and the boundary of Wales. Broadly speaking fish is most sought after in the central parts of this country. The best policy seems to be to aim at something more than the glorified fried-fish shop of the London popular highways style, though a bold policy and some originality has been known to yield excellent financial results even in this kind of eating. As an instance the enterprise of one firm in a large industrial centre in the Midlands may be cited. The firm ran some twenty-five or more fried fish, tripe and trotter shops in the city of greatly varying grades of refinement, but chiefly catering for the artisan class. Advantage, however, was taken of the chance to modernise one branch situated on the approach to a station serving a thickly populated and growing highly respectable suburban area, which attracted custom from city men for parcels of fried fish and chips to be taken home. Perceiving this tendency the management carried their business to the doors of these householders by opening a smartly tiled and thoroughly modern-fitted fried-fish bar in the heart of this suburb, where the very mention of a fried-fish shop was socially tabooed. The house-to-house distribution of a neat booklet on choice ready-cooked fish suppers and the supply of hot fish luncheons twice a week to the lady of the house, and the introduction of a handbill into the servants' quarters, with a verbal offer of a bonus in chips and fish for custom introduced, made by a neatly but effectively dressed young lady interviewer, procured a satisfactory send-off when first opened. Sixpenny and ninepenny portions of fish and potatoes in a hot grease-proof wrapping, enclosed in cardboard cartons, with a coloured ribbon handle, and a ready-packed bonus portion to accompany them, kept hot in an evenly heated hot-plate chamber, served to establish the business. The announcement of special frying hours followed, and the offer of one shilling and eighteenpenny suppers supplied right hot in tin containers packed in thickly felt-lined and lidded boxes became possible, and proved as profitable as it was popular. The boxes were collected next day by a small boy in a sailor-like uniform with a smart little enclosed pony-van surmounted with an interchangeable fish model, who also solicited further orders. Before long tact was required to avoid friction with the local fish vendors, but this was overcome by inculcating in the staff a spontaneous politeness untinged with servility; likewise by a gentle but persistent avoidance of gossip and tittle-tattle on the one hand, and by foresight in arranging the rounds on the part of the local manager.

The spirit of enterprise and insight typified by this example should

suggest many modifications of this well-planned campaign applicable to the exploitation of new ventures in fish dinners, as well as in outdoor trade.

Fittings.—A long bar with stools and a range of *vis-à-vis* tables for two each side is a convenient arrangement. Choice must be made between dark marble tops or cloth, while rush-mat coverings make a novel variation. Otherwise no particular features are essential.

Supplies are important, and there is a prevalent belief that fish eating must be restricted to fish-market centres or areas surrounding fishing ports. As a point of fact Manchester, Bradford, Leeds, and other Midland industrial towns have a better fish service than, say, the eastern counties with their seaboard from Yarmouth to Cromer. The railway companies run fish specials from Grimsby, Lowestoft, Harwich, etc., so that cheap first-class fresh fish, caught early in the same morning, is on the breakfast table of Midland county hotels at eight o'clock and in households by ten, so this is a limitation which no longer exists save in the imagination of the indifferent or tardy-minded caterer.

For dinners it is customary to specialise on boiled rather than fried fish, though, of course, the latter must not be lost sight of. Also, apart from soles and plaice, preference should be given to halibut, cod, fresh haddock, hake, ling, whiting, gurnet, grayling and mullet. Sea bream also, carefully scaled but not skinned, are delicious eating when well fried (without batter) in deep fat.

Kitchen Management.—It is imperative that modern methods be adopted and steaming take the place of boiling. It prevents the constant liberation of steam and smell in the kitchen and its escape at the serving hatch which is fatal to proper service. It also saves draining, and ensures serving perfectly dry fish. The steamers should be arranged in tiers, and the steam feed pipes fitted with valves so that any one compartment can be cut off as desired, on the Hutchinson principle. To ensure perfection in flavour and also facilitate prompt and hot service it is wise to remove the bloodstained backbones, fins and foreribs of all big fish and to cut into portions before packing into the steamer. Also to thoroughly cleanse the backbone and stomach walls of smaller fish with a stiff nail or large tooth brush. Another great convenience of the steamer is the ease with which regular relays of quite freshly cooked fish can be organised.

Service Hints.—Fish dinners demand daintiness before everything, and there is a world of meaning in the word daintiness. It covers cleanliness, quietude, nicety and deftness in the person, the appointments, and the actual service. For some incomprehensible reason there is a tendency towards slapdash, hustling, and even slipshod methods in certain surprisingly popular fish-dinner establishments, which might undoubtedly enjoy much wider patronage if these unnecessary conditions were absent. The shouting of orders, rattling of plates, hustling at the service hatch, and similar mere noise and bustle is not business. Where these are eschewed so much more credit to the management, but emphasis is laid on

these points owing to the personal experiences once related by a fish lover (and no mean connoisseur in whitebait) who always gave a trial to a fish dinner wherever it might be encountered, and who moreover was convinced that we can do such dinners better than can be done on the Continent, yet was forced to regretfully admit that one or two extremes in fish service were all too frequently met with. Either there was a superabundance of misplaced briskness that even degenerated into brusqueness, or there was an atmosphere of slackness created by long waits, uninterrupted by any attendance, which gave a sense of neglect and unpreparedness that not only suggested incompetence in the catering (which is most unprepossessing) but also prompted a change to some other establishment for the future. Studiously avoid such extremes. This can easily be done by fitting speaking-tubes to the more remote positions, which is not a very serious undertaking, while in these days of elaborate electrical facilities a system of numbered dishes, and electric indicators for each counter-attendant would not entail a very complicated switchboard or wiring in, and give distinction to the establishment. Where only one service hatch is permissible, a travelling overhead shallow basket is an acquisition worth consideration for those at the far end of the counter. Tone can also be given in many other little and inexpensive ways. For instance provide variegated plate papers and place between the fish knife and fork of each customer as soon as he has ordered. They can have the price of alcoholic beverages and a list of tinned fish delicacies that can be taken home printed in the centre, and are good advertising. Also select wide flat-rimmed plates that experience teaches are most convenient for eating fish off. Another refinement is the provision of bone and sauce side-trays, in electro-plate or china, that can be clipped to the rim of the plate by wire holders much after the style of plaque holders. Lastly, apart from all such specialising, give close and careful attention to garnishing, and the colouring of sauces, in which particular alone much effectiveness can be achieved, and they entail the expenditure of nothing more than a little thought and intelligence aided by a fitting perception for good taste.

Suppers

Generally speaking the scope for these is usually confined to stewed eels, and fried fish with sauté or fried or chip potatoes. But stewed eels as a supper dish is worthy of higher estimation than it enjoys in many quarters. A little ingenuity expended in devising attractive service would go a long way towards achieving this end and also bring custom. Well fried small conger-eel cut into moderately thick slices and fried in good batter is a line worth pushing; also filleted fresh herring fried in an egg-coloured batter. But as regards possibilities, read the paragraph on Dinners.

Kitchen Supply.—Care should be exercised to use well rendered fat only, and also filter the frying fat frequently. In this connection helpful advice and a few suggestions will be found under the heading of Kitchen

Hints and Economies. It is possible to do much by the preparation of differently seasoned and even vegetable-tinted frying batters.

Above all give strict attention to the fish supply. There is a tendency to suspect staleness at night time and this should be counteracted by suitable forms of notification and the excellence of the quality. This is a most important point, because there is a greater predisposition to be upset by doubtful fish at night than at any other time. Therefore all risks of impairing trade and reputation must be eliminated at any cost. Briskness in the supper-room is permissible as quick service is essential, and anxiety about last trains makes customers condone bustle.

Fish "Reserves"

In connection with this important subject of fish it may be well to point out that hotel and restaurant keepers at the seaside miss a great opportunity in not more generally having their own private fish ponds or "reserves," where fresh caught fish can be kept swimming about until wanted. This practice is quite common on the Continent and always proves an object of interest to visitors. They are also a source of great comfort to the cook and of profit to the proprietor, for with a little judicious forethought cheap material for a popular course is always at hand, which is of immense service in case of emergencies. The fact of the hotel or restaurant having its own fish ponds built among the rocks, or where fresh sea-water has access, gives confidence to the gourmets. Before the sixteenth century fish ponds were found all over these islands, attached to the monasteries and country houses, for therein carp, eels, and other fish were regularly bred for the table. Popular taste is not much in favour of carp or any other fresh-water fish beside trout and the salmon, so inland fish ponds would probably not pay, though the experiment is worth trying in favoured spots as a matter of curiosity and advertisement. It is to be noted that at several celebrated Continental restaurants both salt- and fresh-water reservoirs are to be seen in the anterooms or palm courts, and customers can procure hand nets with which they catch whatever fish they select for they *déjeuner* or dinner. It is an exciting pastime, demanding some dexterity to avoid mishap. Leaving this aside, the fish "reserve" is worthy of consideration. The feeding question is not a difficult one, as the fish remain captive only a short time, and either oatmeal or small fry supply all the sustenance needed.

"Planked" Dishes

Quite a large variety of broils, chiefly fish, but including fowl and flesh, are served in America "planked." This method was introduced over here some ten years ago, and is still made use of to a limited extent. As it has distinct merits, both for itself and as a means of attracting attention, it is worthy of note. For this method of cooking what is wanted is a thick plank—18 inches long, by 12 broad and 3 thick of hickory, oak, or selected pitch pine. It must be well seasoned, and is then planed quite smooth and thoroughly saturated with sweet olive oil, which is

rubbed into the warm wood. When required for use, the fish or bird is spatch-cocked and pinned to the board, which is then approached at a safe angle to a roasting or grilling fire. In cooking the viands acquire a peculiar woody flavour, much appreciated by the educated palate of a gourmet. Of course the first notion of this way of cooking was acquired in the backwoods, when in default of a gridiron a plank was made to do duty. The woody "twang" soon fascinated sporting people, and thus "the plank" was introduced into the grillroom. Its first appearance in London was, I believe, at the Palmerston Restaurant, Old Broad Street. The planks after use only require to be wiped down while still hot, rubbed with fresh oil and put away in a grease-proof paper bag.

CHAPTER V

SNACK SUGGESTIONS AND RECIPES

It would be a very lengthy undertaking to attempt an even partially exhaustive compilation of the recipes that might come under this heading, and the main object kept in view in the present instance is to project types that will serve to suggest many variants of the particular recipe given. For the same reason many details in the preparation of some of the more obvious recipes are omitted, it being taken for granted that the eaterer or his cook has sufficient culinary experience to render them superfluous. In one or two cases, however, methods of making special mediums for the service of snacks are explained more fully than the expert cook may need, because there are many caterers who can embark upon the light luncheon business without being highly trained cooks, seeing that it does not require a *chef* to make all kinds of sandwiches. For this work one needs to be more of a gourmet than a cook, and to be blessed with what for want of a better definition may be termed an imaginative palate. To such as these the few details given will doubtless prove acceptable and helpful.

Cooking Cold Meats.—For the snackery it is important that all cold meats should be so cooked as to retain their full flavour and juices, and although the process may seem simple enough there are a few wheezes that have brought some caterers a reputation, and which should be taken advantage of by the light luncheon eaterer who wishes to excel. The proper soaking of hams before cooking is very important, and whenever highly smoked hams are to be boiled it is often desirable to change the water after the first half-hour. Failing this place a wreath of good sweet hay on the surface of the water. When coming to the boil, and the scum begins to rise, watch until the hay has taken up as much scum as it can and then carefully remove it as completely as possible. Continue to skim until scum virtually ceases to rise. Boil well but slowly. When done, skim again, and always let a ham or boiled beef go cold in its own liquor, with the saucepan lid removed.

When roasting beef for a cold snack and sandwich joint, tie up with string. Don't skewer at all and don't let the butcher do so either. Trim carefully before tying up and remove all gristly pieces, excess fat, and sinewy layers. During the process of roasting on no account let the joint be pricked, either with fork prong or skewer. Use spoons to move the joint when necessary. By preference cook on a tripod stood in the baking tin. If a tripod is not used pour a teacupful of the bottoms of bottled beer over the meat just before putting into the oven and turn over when it has been cooking twenty minutes to half an hour. Avoid a fierce oven. When cooked don't cut, prick, or touch even the string until the

joint is quite set and perfectly cold right through. This will take twelve hours in warm weather. Enclose in a muslin cage and hang in a cool, well-ventilated place, but do not resort to the cold chamber unless unavoidable.

Cold Pressed Meats.—These should not be made solely from odds and ends, but should be prepared from proper joints as the foundation. Pressed veal is the exception, but even then the cold veal should be carefully gone over, veiny cores, outside skin, and gristle removed and only the best of the meat coarsely minced. When the mould is one-third full introduce a quarter-inch layer of thinly sliced gherkins. When two-thirds full add a half-inch layer of veal stuffing, and top up with a quarter-inch layer of veal or beef fat that has been slightly flavoured with sage and tongue.

Sausages.—Here again use good meat and make your own spicing. Also try mixtures of beef and pork and use sage, thyme, and borage as separate flavourings. Some surprisingly pleasing results can be obtained after experimenting a little with borage. Be careful about your skins. It may be a tedious job, but it is really a very easy one, to clean your own, getting them as soon as the pig has been killed, and putting in brine as quickly as possible. Remove as much of the intestine as possible with the finger and thumb, then lay on a smooth surface and work from end to end with the back of a spoon, and finish with a blunt-edged bone paper knife. Without the shadow of a doubt many sausages go off flavour so quickly owing to imperfectly cleansed skins. Also it must be remembered that the salt which has to be added makes moisture in the mixture and even the best of meat cannot then keep well in skins. Therefore, always cook the sausages the same day as made. If supplies are bought, satisfy yourself that you have them the day they are made. If they cannot all be cooked at once plunge the surplus into scalding water for five minutes and hang up in a cool, dry place. Liver sausages of excellent quality can be made from various livers if well cooked and the proportions of fat and dry liver adjusted according to circumstances, so as to ensure a smooth paste and velvety palate. Sausage and cabbage is a very pleasant change from mashed potatoes where hot dishes are served. In France this is a popular luncheon snack. The white heart of any cabbage is cooked in spiced vinegar and two or three sausages served on a thick layer of cabbage. Specially blanched hearts will be grown by any market gardener on request. The sausage may be fried or boiled. If the latter, cook gently to avoid bursting if possible. If the skins are very tender prick each end with a needle, but do not stab all over with a fork as is often done unless you can serve the liquor on the cabbage.

Sandwiches and Mediums.—There is practically no limit to the possibilities of sandwiches, but care should be taken in the choice of appropriate mediums for their preparation. In addition to ordinary white and brown bread, experiments should be made with the various proprietary brands of wholemeal, digestive and malted breads. Then there are fingers, flat rolls, and cobs, all of which have their special uses. For further

suggestions on sandwiches and breads the section on Characteristic Catering should be consulted.

Potted and Savoury Snacks.—Before dealing with the savoury fillings it is desirable to consider the question of suitable media for achieving novelty and attractiveness in the mode of serving. There is no fault to be found with the time-honoured finger of toast which doubtless is an excellent thing for soft roes and the like, but it has done duty such a number of years that it has now become so hackneyed as to detract from the best of fillings. Its appearance is against it somewhat, for garnish how you may there is something most uncompromising about thick toast, to say nothing of its tendency to become sodden with certain fillings; while thin toast is often too flimsy or else too crisp to be suitable. Lastly, it presents one serious disadvantage, and that is the exposure of the filling, which is liable to grow stale, or take on a shrivelled appearance. These drawbacks can be overcome quite easily and most effectively by the use of croquettes, patties, bouchées and above all vol-au-vents, which always give tone to a counter, being even more "classy" than patties, and virtually less trouble to make if care is taken to select cutters of the proper size. Croquettes are best suited to stiff savoury fillings, like cold minced ham, beef, chicken, or game. Prepare a good short paste. Divide it, roll out both halves to quarter-inch thick. Trim to two squares of the same size. On one piece place balls of any forcemeat filling equally distanced apart (not less than two and a half inches), wet all round each ball with a water brush and then cover with the other layer of paste. Dome up each ball by pressing down the top paste with an inverted wine glass, then cut out (centring the ball carefully) with a three- or four-inch cutter. Press down the edges with the prongs of a fork or a pastry jigger and fry in fat to a nice brown in a deep frying-pan. Cold asparagus, peas, French beans or boiled lettuce, make good accompaniments, adding two buttons of plain white bread to each portion.

Patties.—At least six-turn puff pastry is required, and in warm weather cool the paste well each time between pinnings out. It can be bought ready made and fresh daily. Finally roll out to three-quarters of an inch thick and cut out cleanly with a three-inch diameter cutter. Place on a baking sheet, then with a *sharp* two-inch cutter, cut three parts through the centre with a quick right and left rotating movement. Bake in a sharp oven. When done prise out the centres (which will easily come away) with the nose of a fairly broad knife, charge with oyster paste or other filling, place the centre-piece lightly on top, glaze with white of egg and water and return to the oven long enough to set the glaze. Serve hot or cold. Bouchées are large patties, and usually the fillings are minced stewed fruits, but they may also be used with rich or highly seasoned fillings which require more pastry with them than patties. Vol-au-vents are ideal for jam and whipped-cream fillings, or for savouries. Roll out the puff paste to quarter-inch thick. Select two cutters, one two and a half inches diameter and the other two inches. Different sizes can be used, only the proportion must be kept the same, i.e. with a two and a quarter inch

cutter you want the smaller one to be one and three-quarter inch. Cut out three rounds with the large cutter then take the centres out of two of them with the smaller cutter, thus forming two rings of paste quarter of an inch wide. Place one ring on the whole round, and then accurately place the second ring on top of the first ring, moistening each layer evenly all round to ensure perfect adhesion. Bake to biscuit tint in a fairly sharp oven.

Fillings.—A few special savouries and sweets may be indicated. Pound three large mushrooms in a mortar with one ounce butter, tablespoonful of cream, a beaten egg, salt, cayenne and a squeeze of lemon juice. If too thin, thicken to a stiff cream with flour. Grated Parmesan cheese may take the place of mushrooms. Another good cheese savoury is made thus : work two tablespoonfuls of stale bread-crumbs into two ounces of butter and a quarter of a pound of cheese (try different kinds) and moisten with the yolks of two eggs after seasoning with cayenne, celery, salt, and a grating of nutmeg. Then whisk the whites of the two eggs to a froth and stir in quickly. After filling the vol-au-vent casing return to the oven to set the whites.

Brains of pigs, sheep, and bullocks make useful fillings. Season well and fry lightly with a little butter in an enamelled frypan, stirring gently with a fork. Sprinkle with chopped parsley that has been moistened previously with tarragon vinegar. By seasoning well but wisely in this fashion most delicious patties can be made that eat better cold than hot.

Sweetbreads from pigs and sheep are cheap enough to use. Blanch in salt water, then bring to the simmer with a slice of onion in salt water. As soon as set, and before they boil or froth, drain and dry on a cloth and fry brown in plenty of hot fat. When the breads are too small to serve singly on toast, boil them a little longer and add an equal quantity of boiled pig's lights. Season well and serve as patties. A portion of fresh pig's lights (free from pipes) should be boiled three hours with salt, pepper, an onion and the outsides of a head of celery. The liquor makes good stock (see Tongues). Pound or mince the cooked lights, add a teaspoonful of good thick sauce or Worcestershire to give piquancy and serve in patties. Or mix with sweetbreads, sieved cooked livers or the milt from pigs' fry in vol-au-vents. Serve with cold boiled cucumber.

Kidneys minced, sprinkled with flour and stewed gently in butter in a frying-pan make a good toast snack, but avoid pig's kidneys. In fact all kidney fillings are indifferent keepers even when well cooked, though this can be largely overcome by using blood as an assistant as described in Kitchen Hints and Economies.

Tongues.—Some astonishingly delicate and rich snacks can be obtained from sheep's and more especially pigs' tongues. Get them fresh and cut high up to the windpipe. Place in plenty of cold water (two pints to each tongue). Salt and pepper the water well, add a teaspoonful of mixed herbs, a teaspoonful of malt vinegar and one onion stuck with six cloves. Heat to the parboil, but do not let them begin to boil fast. Keep very

gently boiling for three hours. What is better still is not to boil at all but simmer on the hot plate all day. They should not be hurried. Success depends on prolonged and gentle cooking till perfectly tender. Allow to cool in the liquor. All the meat can be used after scraping out the wind-pipe and thorax. Cut into thin slices lengthways and add a little of the fatty meat from the root of the tongue to each portion. When tongues are being cooked the lights required for fillings can be cooked at the same time in the same pot and the tongues are all the better for it, especially sheep's tongues.

Eggs.—Though there are 200 ways of cooking eggs, omelettes and soufflés are out of the question in the snackery. Still various forms of buttered eggs on the lines of the following are serviceable. Break up the yolks of four eggs into the whites in a basin, add salt and pepper to taste, then chopped parsley, or thyme and marjoram, mixed sweet herbs, or a teaspoonful of onion juice, and then well stir in a teacupful of new milk. Pour into melted fat or butter and stir with a fork till the edges begin to set. Remove from the stove and beat with fork till evenly cooked through. Serve with cold stewed mushrooms, cold boiled asparagus or seakale tips, or boiled artichokes sliced and sprinkled with a grating of cheese. Makes four portions.

Fish.—Bismarck herrings have been dealt with under Light Luncheon Establishments. The chief thing is to use whole pepper and coriander seed and cover with hot white vinegar, which will cook them sufficiently if tied down hot. Fresh herrings marinated in shallow tins in spiced vinegar with mushrooms are excellent when cold. Do not overcook. When fresh fish is scarce use tinned salmon as follows: Carefully bone. Break up with a fork, season with salt and pepper. Add a tablespoonful of good salad oil to the liquor from the tin, a dash of Worcester sauce, and work into the flesh. Add a teaspoonful of chopped parsley to three tablespoonsful of breadcrumbs, and mix all together thoroughly. Fill scallop shells three parts full, sprinkle with breadcrumbs, lay a thin slice or two of butter on the top and bake till the breadcrumbs are brown. Serve in the shells in a cardboard basket or bake in fluted patty pans and serve fluted side up with a spoonful of mayonnaise in the centre. British caviare is made by boiling hard cod, hake or halibut roes in salted water, adding two drops of asafoetida to every gallon if desired. Season to taste. Add enough salad oil to bind into a paste when run through a sausage machine after adding enough West Indian black treacle to tint it brown.

Italian salad is made from smoked or salted filleted herring cut in small cubes, anchovies and truffles, also cubed, raw onions (green for preference), gherkins finely chopped, and whole capers, all dressed with oil and caper vinegar. The fish may be varied with anything that will cut up into small cubes; cold halibut or sturgeon being excellent, in which case the anchovy and caper elements must be moderated accordingly.

Vegetables.—As accompaniments to snacks of the more pronounced type, cold vegetables are generally acceptable, dressed with a little salt and oil, and occasionally vinegar. Also vegetable marrow, cucumber,

celery, and little sprigs of boiled cauliflower or broccoli cut off from the head with scissors to convenient sizes and lightly dipped into a fairly thin batter can be fried a crisp brown in plenty of boiling fat. Then well drain on absorptive crumpled paper. The batter is made as follows:—Oil one ounce of butter and work into eight ounces of flour to which some salt has been added, thin with a breakfastcupful of tepid milk and water (not skimmed milk) and add two well-beaten eggs. If they have been made any length of time they should be warmed up in a sharp oven for a few minutes before serving. Broccoli and cauliflower hearts when boiled make good dishes. Cut up, season, sprinkle freely with various grated cheeses, of which Parmesan is the most useful for an *au gratin*, cover with milk and cook the same as a milk pudding. Another good broccoli savoury is made from half a pound of sheep's or pig's liver and a large sliced onion. Fry brown with a little fat after cutting up small and then put into a stew jar with a little stock and stew half an hour in a fairly quick oven. Occasionally a mineed kidney may be added, especially if water is used instead of stock. Boil a medium-sized broccoli gently until quite tender, then place two tablespoonsful on a slice of freshly made toast, and pile on the centre one spoonful of stew. Garnish with parsley or alternate rings of raw onion filled with chopped gherkin, and beetroot or chopped pickled cabbage. This should make enough for six portions at a cost of one penny each. Similar vegetable foundations will serve for other snacks of the stewed or mineed type.

Salads and Vegetable Salads and Cheeses have been dealt with specially under Continental Hints and Light Luncheon Establishments, but attention may here be called to the suitability of green dandelion leaf salads, chicory or endive salads for cold meats in season, in addition to the familiar mixed lettuce, cucumber and tomato salads. For dressing use only a little vinegar and the best of oil, with a good squeeze of lemon juice.

Toasted Cheese.—For the preparation Welsh rarebit special toasting cheeses are obtainable and are requisite to obtain the real thing and the proper glaze, but such a quantity of so-called toasted cheese is now served that the following will be found useful. Shred one pound of American cheese through a tin shredder into half a pint of milk seasoned with salt and pepper, heat over a gas-ring carefully until thoroughly incorporated. Add a dessertspoonful of thick sauce like Daddy's or John Bull, mix well, and thicken by dredging in flour and pour over cut toast fingers laid in a bain-marie tray. The flour must not be overdone or the mixture will granulate if it has to stand long on the hot-water bath.

Pickles.—There is no need to enumerate these, but the following will be found useful as a stock pickle which turns to account all the spare or broken vegetables from the foregoing dishes, with the exception of potato, red cabbage, and walnuts. These must be excluded. Salt, bruise and dry half a pound of garlic cloves and one pound of root ginger. Add quarter of a pound of long pepper (*piper longum*), not black pepper, and half an ounce of powdered turmeric to two gallons of pickling vinegar

and pour on to the salted ginger and garlic; allow to digest on the hot-plate for two days in a stone jar covered with a saucer. When cold strain and put in almost any kind of vegetables rubbed with salt and partially dried. They will be fit in three days. Two jars should be kept going—one to receive two or three days' additions, and one for service.

Lemon pickle is also another most useful stand-by which can be turned to account in many ways with snacks that seem to want "picking up" in flavour. Slice six large lemons, removing the pips carefully, rub them with salt and pack into a stone jar, sprinkling the layers with a mixture of two ounces of allspice, ground white pepper, dried and grated horseradish or mustard seed, quarter of an ounce of ground mace, bruised cloves and cayenne (Nepaul). Cover with hot vinegar (two quarts or more) and allow to stand for four days. Then strain, and add quarter of an ounce of chopped garlic or one ounce of shredded shallots.

Soups are not always considered suitable for snackery service but are very seasonable for light luncheons. Small portions of high quality should be the main idea. Recipes are legion, but blood, bullock's kidney and the stock from the foregoing recipes are good foundations, while the lemon pickle gives a splendid fillip.

As most of our readers doubtless know there is a popular demand in the winter and during damp autumn and spring for one or other of the concentrated meat juices or extracts. It is open to question whether they are quite so valuable as good, really well-made beef tea or consommé, but they are called for, give little trouble to prepare and certainly yield a bigger profit than home-made soups. Such cups should be made strong, with boiling water, served in tall cups (which can usually be procured from the manufacturers of the extracts) and placed in a small plate with three or four plain or Parmesan biscuits. Few caterers appear to realise that these beef cups, carefully iced, prove as attractive in summer as they do when piping hot in winter.

CHAPTER VI

THE AMERICAN PLAN HOTEL SYSTEM AND *EN PENSION*

IN approaching these subjects there can be no shadow of reproach to the British caterer and hotel keeper, nor is it likely that their study will be of any particular educative value, especially in the *pension* section, and it is therefore necessary to make clear the reason for giving them special attention.

It will be as well to explain at the outset that the French system of living *en pension* is practically identical with our seaside boarding-house service. In fact *pension* is the French equivalent for the word "board" in the sense of "board and lodging," and anyone who has a personal acquaintance with our English accommodation in this respect at the principal watering-places, and at the Abbotsford, Long's or Grilles, in London, will be bound to admit that there has been a vast improvement throughout this branch, and that with few exceptions there is not much to be learned from either the American system or the *pension* of France as far as the comfort and convenience of our own people are concerned. On the other hand it must be remembered that we have those Americans who are visitors to our shores to cater for.

In so doing the desirability of adopting special methods is distinctly debatable on many grounds, and while it is not necessary to enumerate these in detail, a review of the pros and cons leads to the final conclusion that it is wise to consider specially the conditions now existing and their influence on existing systems. It is only necessary to turn attention to the extension and acceleration of the Atlantic service to perceive that conditions exist to-day which but a short time ago were not only impossible but were not even thought of. It is conceivable therefore that the time is opportune to review the situation, and also to consider the possibilities of the *pension* system.

In the first place it is as well to state unhesitatingly that neither of these systems is quite applicable *in toto* on this side of the water and to attempt to follow either of them slavishly would be foolish and courting failure. Nevertheless this does not debar the enterprising hotel keeper or restaurateur from looking carefully at the matter, and if this is done it will be found that it is as well to cater in part for new tastes and then the way the public avail themselves of such service and the appreciation that is expressed will serve as guides for future policy. Better late than never is ancient advice, but it is infinitely better to be never too late in at least inaugurating changes and anticipating the calls of the future. It is better to be a little too previous than to

procrastinate blindly or obstinately, and so finally be beached owing to the boat of progress having put off for more enterprising shores. The man who is always trying to catch up to progress is heavily handicapped.

American Plan Hotel System

Reasons for Consideration.—On first reflections the thought at once arises, why take any special trouble in the matter at all? We are familiar now with what used to be called the American invasion, and as they are visitors to Britain they must do as Britain does. To cater specially for them might be as stupid as the French striving to supply the untravelled Britisher with his everlasting and immutable nine o'clock bacon and egg breakfast with tea, toast, and marmalade to follow; instead of the customary 10.30-11.30 déjeuner. But it is *done* and it pays. Apart from the fluctuating needs of the tourist, a look round at the American institutions that have taken root in this country will reveal the fact that there are many other and more permanent openings for specialised catering. Even some years ago there were no less than 1,150 influential Americans residing in this country (mostly in private residences) for six months or longer during the year, and there is not the slightest doubt that this total has since been largely increased, seeing that there is a branch of the American Register established in London which since 1868 has been devoted to the interests of Americans in Europe. Then there is the Cornell University Club, and the Pilgrims; the American Society; the Society of American Women in London, and a London section of the Navy League of the U.S. These are permanent interests for the care of which there are some five or six shipping, booking, and baggage companies. Yet so far the American cocktail bar in the big hotels is about the limit of our adaptability, while there is only one American restaurant and one purveyor of American groceries and delicacies in London. Why, therefore, should it not be worth while to branch out in suitable localities with accommodation or catering suited to American tastes? Let the semi-millionaire and patrons of the Ritz, Savoy, Carlton, Grand, and Métropole be left out of the reckoning for the moment and give consideration to a wider class which goes to make up the bulk of the thousands of Americans who visit England each year, and sometimes for three and four years in succession, bringing different members of the family or young relations on each trip. A large proportion of this class are wealthy but wish to economise as far as possible in board and residence in order to allow ample means for patronising the leading sights of the hour as well as participating freely in the general pleasures and enjoyments incidental to such trips.

Now to such as these it can be shown that they are advised by authorities, to whom it is well known they look for advice, to take furnished apartments in preference to going to a hotel, and what is more they are advised to stay at the "best hotels" only, as they will save nothing by going to second-rate ones and although it is admitted that there are cheaper semi-private hotels these are discredited by the statement that it is

"never advisable to patronise any of them at random." This is distinctly up against the middle-class and reliable caterer, while the recommendation to the apartments is also detrimental, because in the ordinary way it is well known that the catering will be ultra-British and quite strange to the American visitor of this class. Why not therefore cater specially for such needs on a modification of the American Plan? Such service would be acceptable for cogent reasons.

First it must be remembered that the majority in this class are untravelled even in the U.S. and of quite local experience even in their own State, so that they are inexperienced, and British ways are as foreign to them as are Continental habits and customs to the English middle-class tourists. It is only natural that they should feel predisposed towards board and lodging on American lines with which they are familiar and which tend to make them feel more at home and sure of their ground in strange surroundings. Furthermore, most of the young people they bring over are even more State-bound in habits and ideas than paterfamilias himself, and therefore he is all the more desirous of settling them at the onset in an Anglo-American atmosphere and habitat, whereby they can more readily rub off their pronounced Americanisms and get acclimatised to British ways before mixing freely in English society. In the second place it is common knowledge that in many otherwise excellent hotels the guest who only wants a room and maybe breakfast is not altogether liked and there is a tendency to make him less welcome than the wholes hogger. In these two directions alone there is an opening for the long-sighted caterer, and the prospects will now be considered from the aspect of the hotel proprietor and also the mere restaurateur.

Methods and Policy.—The hosteller will not have much to do by way of providing accommodation, because there are usually small top-floor suites planned in most fairly up-to-date hotel premises, and these can easily be adapted to the requirements of the American Plan. In any case a little resourcefulness will readily overcome any difficulties that may be encountered as they are not likely to be of a serious nature. The requirements are few, and the tastes of this class are simple and clean, rather than sumptuous. The great thing is to make them welcome on their own lines. It also stands to reason that this class does not want to breakfast, lunch, dine and sup for days together at the same establishment in order to ensure getting their money's worth; and do not be misled by any false ideas, the average American is an adept in so doing, and although decidedly profitable by no means a money-udder'd milch cow to be milked more freely than any other class of visitor. He naturally wants to experience different fashionable or historic luncheon, dining, and supper resorts, and much popularity can be made out of this by the astute manager who takes the trouble to ascertain individual desires in this direction, and volunteers advice on the selection of resorts according to the programme of sight-seeing for the day. With very little trouble original itineraries can be arranged which will thereafter serve with little alteration for the needs of the majority, and win appreciation.

The main thing is a suitable and central location. Naturally a good address is desired which will not only sound well to friends on the other side, but also be recognised as *bon ton* and sufficiently fashionable by the English that are met with. By central, of course, West End and fashionable pleasure centres for concerts, theatres, etc., are implied, rather than business centres.

The restaurant keeper also has an excellent opportunity for embarking on specialised American caterings. The foregoing remarks on the address and situation of course apply with equal force, but it is easier to get suitable premises because it is not necessary to have more than one or two rooms in the actual building. Also it is possible to have a restaurant in two localities, say Sloane Square way and off Oxford Street at New Oxford Street end or Kensington way, which affords a choice of equally convenient centres calculated to please those who desire shopping centres, or the society promenades of Hyde Park and Kensington Gardens. This gives two strings to the bow at much less cost than for two hotels.

The idea would be to have a well-appointed restaurant with special American catering and to procure the use of suitable furnished rooms in the immediate vicinity. There would be the necessity of applying the American or *pension* plan to the equipment of the bed-sitting rooms, and the house would have to be arranged so as to be open all day for the convenience of visitors coming in and out; but there should be no great trouble in the organising of this side of the undertaking given some initiative and a few very simple structural modifications, the cost of which would be borne by the caterer and not the householder. It is cheaper to pay a retaining fee that gives a lien on furnished rooms than to provide them and keep them in readiness. The common drawing-room, sitting-room or reading-room will not be wanted, as the bed-sitting room, if properly furnished, will suffice for the ladies on a wet afternoon; while the smoking- and reading-room for the male folk will be afforded by the restaurant itself. Moreover, American visitors in particular, nearly always have a full programme for each day and adhere to it wet or fine. They are invariably doing a mild hustle about something or somewhere, and are therefore easier to house than the insular type of boarder.

Of course the caterer must be in a position to guarantee the universal comfort of his outside rooms, their cleanliness, uniformity of service and unimpeachable respectability. There should be a stout lock-up in each room for valuables, and a lock-up wardrobe for apparel, the keys to which should all be different in each room and given to the occupier only with a printed request for their proper use and a disclaimer as to responsibility for loss through their not being used. Similar notice should be affixed to each lock-up.

If accommodation on something like these lines was available on reasonable terms and due publicity was given to it through the shipping and baggage agencies, the American booking and tourist offices, and also in special publications like the American Register there is little doubt about its proving a satisfactory enterprise. It should be possible to

arrange a contract price *per capita* with the furnished-room providers who (save possibly the early morning cup of tea or roll and coffee, and generally not even that) would have absolutely no catering to do —no mean consideration in fixing prices. Each door should have an “In” or “Out” indicator to avoid disturbing the occupiers; while a separate door and three-quarter height screen should shut off the bed and washstand from the sitting-room side of each room, so that the staff can at once set about the bed-making, etc., as soon as occupiers have risen, although they may not have actually gone out. An “Empty” and “Occupied” on this separate door simplifies this if a notice requesting its operation at all times is fixed respectively on the back and front of the door in the dividing screen. All doors should fasten with a good drop or night latch only, with a pass-key for the staff on each floor.

There should also be a numbered indicator board in the lobby between the outer front door and the hall swing doors, the blank side of which would imply that the occupier was in, and when moved should reveal “At Restaurant” or “Out; back at” A slate and a piece of chalk in a holder on a string, and a piece of sponge, likewise, will serve for the insertion and rubbing out of the hour.

Policy.—This should be clearly defined and as far as is reasonable be made known to prospective patrons. In shaping this policy there are one or two pitfalls to be avoided and also one or two points of importance so far as winning the confidence and custom of this class of American.

The main pitfall lies in an entirely mistaken idea which has become somewhat prevalent and that is to the effect that the American in London or any other important centre who is doing a European trip is not only made of money but will be very lavish in his expenditure and so can be made a target for extras and exorbitant charges. Nothing could be more erroneous; for personal experience has proved that even millionaires can be positively mean over quite small items of expenditure and慷慨 at even moderate extras. Of course in the earlier days of the American visitation there were those who gave colour to this impression by their behaviour, and by giving £20 per head dinners with freak surroundings, in the achievement of which *carte blanche* as to cost was given to the caterers. But if the truth was known there was no real spirit of hospitality or leaning to liberality, for it was merely a business proposition. The millionaire has the means and is out for notoriety. He therefore cultivates a little circle of likely publicists and then desires to “jump” his “friends,” and he jumps the high too. In fact so high that it causes comment in the public press and then in the opinion of the individual who paid he has “got there,” and that’s enough for his money. But even multi-millionaires have now apparently wearied of out-heroding Herod in the shape of inane expenditure, and the well-to-do visitor was never out after scalps, and so he does not want to be sealed in hotels and restaurants over here.

As is well known the American above all things reckons to be “cute,” therefore it stands to reason that there is nothing he is more likely to

resent than any attempt to take a rise out of him by imposing on his good nature, or otherwise seeking to fleece him. If he only even sees such an attitude he will quickly make tracks elsewhere there and then and give the place the turn-down for the future.

The particular class of American visitor that is under consideration is what may be called the £2,000 to £5,000 a year man, who has put by a lump or two, and finding his business prospects sound, wishes to expand them by travel in search of good agents or agencies. He also takes around some of his grown-up family in order to expand them also—mentally and socially—generally with the idea to thus ultimately giving them an enhanced value in the marriage market at home or elsewhere. He is quite all right, his money "O.K.," and he is worth catering for, but give him a fixed price that will pay you well and be contented with it. Sometimes you may touch luck but do not presume upon it nor elevate it into a precedent.

As to the other points one of the most important is to have a simple and recognised policy concerning "tips." The American is not accustomed to the tipping system as we allow it to be practised in hotels, etc., on this side. He is anxious to do the right thing but has also been "seared some" by hearing about what it has cost friends who have been over-liberal in the matter, and risen too frequently or easily to the wiles of the tip-hunter. He is therefore liable to go to the other extreme and be rather too close, which does not tend to satisfactory service. By adopting a rule of no tips, and stating that a definite charge will be made in the bill to cover the reasonably presumable claims of the staff in this respect, the minds of many visitors would be made easy, and their choice of residence frequently decided in favour of the plain policy and tip-checking establishment. Also the service and general atmosphere must be "alive." Though not an actual walking encyclopaedia it is wise to have a "cut in" on anything a guest may want to know; or at trying to put him in the way of carrying out anything he particularly wishes to do. Don't sidetrack such enquiries with a bald "I really don't know," or "I could not say, I am sure." Nothing disappoints or annoys an American more than wet-blanket treatment and inertness either from the staff or the management. He is usually willing to pay for the exercise of interest or effort on his behalf in some shape or other, but he will soon "quit" if he encounters indifference, slackness, or ineptitude.

Service Suggestions.—In the hotel the usual arrangements generally suffice as long as a fairly good early breakfast is available and something cold for supper. Rich foods are not as a rule in favour, but eggs, macaroni, tomatoes, pastries, and "goodies" are popular. Eggs on spinach (poached or stirred) and similar dishes are simple, quickly served, and almost always appreciated. It is also advisable to have a reasonable selection of American delicacies, which can be obtained direct from the one importer already referred to as they make an attraction for supper.

The restaurateur might be expected to specialise more in this particular than the hotel keeper, and what is more his lodging and service charges

being less he will have to look to breakfasts, déjeuners and suppers as part of his profit. It is therefore necessary to offer special catering that will attract and retain custom for these meals. And this is possible because it is nothing unusual for Americans to become home-sick as regards the palates and to hunger for their home cookery. The following will afford some idea of the chief things to procure.

Special flour for making buckwheat cakes, and corn meal. New England preserves, cranberry and tomato jam, maple syrup, and New Orleans molasses are suitable accompaniments. As regards vegetables Lima beans, green corn, sugar corn, succotash, okra, tomatoes and baked beans will please. Also there are some specialities in soups worth attention, notably such as terrapin, gumbo, and tomato soups. Fish delicacies comprise clams and clam chowder, canned oysters and Boston fish balls. When a licensee permits it is also advisable to stock American whiskies such as Kentucky and Bourbon and especially Hunter brand Baltimore Rye and Old Rye, as well as American bitters and fruit brandies, of which there are many. The wisdom of offering these in the place of or in addition to the best British brands is indicated by the way the American drink bar has gained support in all modern hotels within what may be called the American tourist residential areas in London and the chief provincial cities.

En Pension

The increasing percentage of residential foreigners from the Continent that observation will readily reveal justifies some attempt to develop this system in boarding-houses generally. There can be but a partial adoption of the system because the feeding habits of the Britisher and Continental people are widely different and it would not be a sound policy to upset the former for the sake of the latter, although their patronage is increasing. Sometimes a restaurant à la carte is run in conjunction with seaside boarding-houses, in which case it is possible to manage the déjeuner, while the one table d'hôte dinner will serve for both classes. But no matter whether this is possible or not custom can be attracted by offering suitable accommodation in the lodgings on the *pension* principle. This can in the main be carried out by supplementing the public drawing-room and similar public rooms by converting some of the better lighted and open-fronted bedrooms into bed-sitting rooms. When doing this it is wise to make the beds higher than usual with an extra palliasse, which prevents their being sat on with comfort. The bed should also be covered in completely with a coloured bedspread during the day in addition to the counterpane.

The washstand, etc., (and if the lighting permits, the toilet table) should be surrounded by curtains which can be closed or opened by a hanging contrivance that is exactly like the curtain runners on the old-fashioned half tester bedstead, save that it is carried by brackets in the wall and a central stay to the ceiling. Failing this they should be screened off, at all events partially, with fixed folding screens. Cushions hung above the

luggage stools or rests convert these into useful settees when wanted, while a few arm- or easy-chairs must be provided. There should also be some sort of writing-table in the room and a stationery rack, inkstand and penholders, and a blotting pad, all of which can be made use of for advertising purposes. The last mentioned can often be obtained free from the best stationer in the town, if he is allowed to advertise himself and supplies on the pad. The supply of an "in or out" recording device, a decanter of drinking water and glasses will suffice to warrant claiming service *en pension* and these conformatons are greatly appreciated by foreigners residing temporarily in this country and seeking board and residence.

CHAPTER VII

PICNIC, CAMPING AND RACING HAMPERS

THIS is a branch of catering that is capable of profitable extension, but each class needs its special *locale*. Some idea of the possibilities that lie in hampers is afforded by the popularity attained by luncheon baskets on railway systems, which still hold their own despite the growing custom of running breakfast, luncheon, and dining cars.

Also there arises the necessity for special advertising in order to secure sufficient patronage. This advertising must be done cheaply. Where catering or baking business is carried on it is an easy matter to include a typewritten or mimeographed notification in the account books of the most likely customers. At railway bars it is also easy to make known the facilities offered for the supply of racing hampers. Camping hampers are rather different, since there is quite as much in the outfit as in the actual catering, and special terms of hire have to be defined. As regards *locale*, it is obvious that proximity to heaths, parks, or woods to which the public have access is an important factor. *Locale* also applies to certain industrial towns in the neighbourhood of which there is some popular open-air resort such as Jesmond Dene, in which case there is an opening for picnic hampers at the right season, if prices are chosen suitable to the financial rating of the inhabitants. If any of these resorts are under municipal control prepare a list of the members of the council from a year book or directory and circularise them first. For little cost a neatly got up and smartly printed four-page circular can be obtained, stating the advantages the resort offers and how to get there by train or tram, where to get hot water, followed by particulars of prices of the hampers. Since 480 such circulars can be sent out for a pound it will at the outset be cheaper to circularise than to try local papers, though the church, etc., magazines often pay as they bring inquiries for choir, Sunday-school treats, and the like, as well as parish workers' picnics.

As regards the preparation of supplies much useful information will be found under Luncheon and Snackery Bar Recipes. In the case of public parks and resorts it is generally possible to arrange for the hampers themselves to be left at lodges or cottages when done with, and these can be collected in quantities when convenient, as cheap, flimsy hampers are a failure and good ones too dear to let slide.

Picnics

It is only under exceptional conditions, for instance, when motor-cars or steam launches are used, that the picnic hampers should contain anything very elaborate. Under the special circumstances referred to, when servants will probably be present, something on the lines of the racing hamper may be adopted. Otherwise simplicity should be aimed at

and anything likely to "make a mess" avoided. Meats should be represented by such items as rolled or pressed beef, rolled hams. Fish and chicken should make their appearance in the form of rissoles and croquettes. Pies of the Melton Mowbray type are also useful. All this can be packed securely in grease-proof paper and boxes. Jellies and blancmanges should be packed in their moulds, with parchment or other safe cover. Fruit tarts of the open variety are better than fruit pies, because the juice difficulty is overcome. If pies are decided upon, accidents are apt to happen. Mayonnaise for salad with salmon or lobster (carried in glass jars) can be put up in bottles. For beverages, if wines are not taken, a large bottle of lemon syrup and a small one of lime juice are useful, as water can generally be procured locally. Plates and dishes had better be of paper or wood-pulp variety, and drinking vessels of toughened glass and enamelled metal-ware or aluminium. The latter is excellent, being clean, handsome and very light.

Another good method to adopt for picnic hampers is the sandwich system, that is, sandwiches in every conceivable variety: potted meat and game sandwiches, fish sandwiches, savoury sandwiches, beef, ham, tongue and pressed veal sandwiches, salad sandwiches, cheese sandwiches, and still —sandwiches. For sweets, little fruit tarts, custard tarts, and chantillies, of which more anon. Fruit is best left to the organisers of the party, it is troublesome to pack and present nicely and does not travel well, so that unless the supply of fruit is specially requested it is best to state that it is not included in the hamper. It is also as well to suggest to the organisers that they provide themselves ice-water in thermos flasks and then include in the hamper castor sugar and a small bottle of pure coffee extract (not coffee and chicory) whereby iced black coffee can be served with very little trouble. Attach to the bottle plain instructions as to quantities of sugar and extract to make a pint of black coffee, and inquire whether cups are to be provided or not. If so send small imitation Chinese and Japanese cups, such as are sold in penny bazaars, with enamelled tin, or embossed cardboard saucers. Small paper plates serve for the sandwiches and are very cheap. If tea as well as lunch is to be provided, fancy eakes, rock eakes, queen eakes, and Vienna pastries will travel best, with bath buns, and buttered tea-eakes (cold) to take the place of bread and butter.

Now as to the sandwiches. Cut from fairly new bread, giving preference to Hovis, Allinson's, Veda, and similar moist or malted breads wherever suitable, and immediately after cutting wrap each variety in grease-proof paper tied with narrow white satin ribbon. Label plainly and stand between two tiles in a cool place. Ascertain how many guests are expected and make up a sample packet for each, containing, say, one savoury, one salad, one fish, one beef, one veal, and one potted game sandwich. Then prepare flap bags of the right size (made from grease-proof paper by folding and pasting the edges with paste made from rice, potato-flour or farino) and as soon as possible paste down the flap to give an air-tight package. Stick on a label stating the contents and keep in a cool place. It is also advisable to attach a list of the sandwiches which are supplied other

than those put in the packet. Also a complete list with quantities of each should be provided for the hostess, fastened to the inside of the hamper lid. Before dispatching line the hamper with fresh cabbage or rhubarb leaves and pack the guests' packets on one side and the relays on the other. These lists are easily prepared on some duplex printing paper (cut to notepaper size) by the use of a gelatine manifolder, if Roneoed or printed lists prove inaccessible or too expensive. One supply would serve for several hamper orders as the varieties not included could be struck out or obliterated by slips of paper pasted over the names not needed.

The savoury or hors-d'œuvre sandwiches are made from brown bread and butter, with sliced pickled tomatoes, walnuts, gherkins, and caviare, soft roes, anchovy fillets in oil, filleted kippers soaked in sardine oil, or skinned and boned sardines—real sardines, such as Philip Renaud, Abbé Morin, or any of the Norwegian brands, smoked and otherwise. The salad sandwiches are made from salted and peppered fresh butter, suitable bread, and sliced cucumber, watercress, plain cress and such like. The butter for the meat, tongue and game sandwiches should be melted, and salt, pepper and a little dry mustard worked in, while in some cases a small bag of mixed herbs suspended in the oiled butter is very effective.

The fruit tarts are made in moulded or plain patty pans and fresh fruit may be supplemented with black currant, apricot, raspberry, and currant and strawberry jams.

Chantilly baskets are vol-au-vent casings (see Snack Suggestions and Recipes, p. 158), with a layer of any rich jam or marmalade (lemon marmalade, lemon jelly and bramble jelly are very suitable) at the bottom on which is a filling of whipped cream, made from whites of eggs, castor sugar and cream. The cream is flavoured with vanilla or almond according to the jam used. Or a foundation of lemon curd or lemon honey may be used. Also almond paste, topping the cream with a little grated coconut.

Special deep patty pans (sold at penny bazaars) are necessary for the custard tartlets. Use a short paste, not too rich, and cut out discs of quarter-inch thick paste with a scalloped cutter, quite half-inch larger in diameter than the tops of the patty pans. Grease the tins with oiled lard or butter and line with the paste. Prepare the custard filling thus:—Beat the whites of three eggs and the yolks of six; add a quart of new milk flavoured with lemon, vanilla, or almond and a quarter of a pound of castor sugar. Whisk the mixture well. Place in a porringer or other water-jacketed cooker and heat till thick, stirring from the bottom and continuing the stirring during the cooling stage. Nearly fill the paste-lined tins, give a grating of nutmeg, and cook in a fairly quick oven. When jam is used add one tablespoonful of warm water to every three of jam, to stop caramelising in the oven.

Camping

Specially fitted hampers with plate, knife and fork, condiment, tea, and sugar containers are best obtained from the firms who supply caterers'

utensils and sundries ; but where price is an object such baskets can be made up with tin plates, tin cups, spoons, forks, and a few knives, including a 6½d. American bread knife, all of which are easily procured from caterers' suppliers. The hamper should be square, of the light laundry-basket type, and deep enough to hold an oval tin boiler with a top for hot water. Into this fits a rather smaller tin boiler for fish, or stews, etc., big enough to take a rabbit without its head. Coffee extract and tea tabloids are preferable for camping parties composed solely of males. Primus blast stove lamps (outdoor pattern) are the best cookers, with a small tin of methylated spirit to start them up with. Lamp oil can be obtained en route, after a gallon tin of it has been supplied. Tie a small funnel to the handle of the tin and make sure there are three spare nipple prickers with the stove. The frying pan should be round and fairly deep, with a folding or detachable wire handle, and big enough to contain the plates when packed up. Knives and forks are easily cleaned by plunging several times into any turf knoll, and then wiping with a damp cloth and finishing on a dry glass-cloth. Instructions to this effect and also for management of the stove should be affixed to the lid of the hamper. Stout grease-proof bags, made so that the mouth of one just easily slips over the mouth of the other, do well for bread and also butter containers. A few paper or papier maché plates are useful, while a felt-lined egg box, such as is used to send eggs by post, and big enough to hold one dozen, is also very useful, saving accidents and much consequent mess. A dozen soufflé cases or crimped cases No. 5 are better than egg-cups and pack away easier. They also serve as salt and mustard holders. A wire egg-holder with the handle bent short into a circle to hold four eggs can be had at 1d. each and makes the boiling of eggs easy as well as answering as a cruet stand when fitted with crimped cases.

Hay box cooking seems to be the ideal device for a picnic, camping or motor excursion. The process is simplicity itself. The food to be stewed is brought to the boil on a fire or gas-stove and allowed to boil gently for about ten minutes. The vessel is then put into the hay box, the lid is closed, and that is the last operation before serving. It is necessary to allow double the time given for a stew cooked in the ordinary way but the dish is not spoiled if left three or four times as long. The box in use at a London cookery school is about two and a half feet long, two feet deep, and two feet wide. The lid and sides are lined with several sheets of newspaper overlaid with flannel. The hay is stuffed tightly into the box and a nest is made for the reception of the earthenware vessel. Over this is placed a cushion filled with cork shavings which can be obtained from a fruiterer. Meat or fruit or anything that can be stewed can be cooked in this way.

Racing

More solid fare than sandwiches is usually looked for, and wines are usually wanted. The service notes under Pienies will apply in this case and only small knives will be wanted if the viands are prepared as in-

PICNIC, CAMPING AND RACING HAMPERS 17

structed below. The French picnic fork with the left-hand prong flattened to act as a blade is very useful, or the one-armed man's combined knife and fork may take its place. Horn, pewter, or plated "tots" are better than glasses and "nest" safely. Lobster, salmon, and crab mayonnaise should be put up as directed under Characteristic Catering in the Luncheon Bar section. Pressed veal and beef slabs should be sliced and tied up with satin ribbon. Roast hares, chickens, ducks, and game should be jointed, the breasts sliced and likewise tied up with satin ribbon, which saves carving and carving utensils.

Veal and pork pies, venison pasties, boned rabbit and pork pies and boned game pies are all very suitable. The pies should be baked in well-greased shallow baking tins about three inches deep, placed when cold in a card-board boxlid (lined with white paper) that will nicely support the sides of the pies at the base. Cut up with a very sharp knife and tie up with ribbon. Another important point is to fill these pies, when cooked, with a rich, herb-flavoured gravy, sufficiently concentrated to ensure its setting into a good stiff jelly when cold. This helps when cutting up and also makes the eating of the cut portions much easier as the contents hold together well and eat cleanly and conveniently with nothing more than an ordinary fork. Of course the paste should be short, well glazed, and each portion topped with a slice of hard-boiled egg before glazing, so that when cut up each portion has its garnish, in addition to the parsley garnish in each vent hole, which finishes off the cut and tied-up pie, and also serves to cover any cracked corners in the paste that the cutting may create.

PART IV

TEA-ROOMS AND LIGHT REFRESHMENTS

CHAPTER I

TEA-ROOMS AND CAFÉS

THE modern type of tea-room came to London and the south of England during the past thirty years or so. Like golf and whisky it came from our partners on the other side of the Tweed. The English idea of a tea-room was confined to the old-fashioned coffee-shop with partitioned bays, which also retailed eggs, rashers, kippers, haddock, and a few such-like dainties, or a modest corner in a confectioner's shop, which in best instances developed into a regular refreshment room relegated to a back parlour. There are still many of the kind left. In a good number of the more humble of these places it was not thought necessary to make the tea fresh for each customer. It was stewed in an urn all day, fresh tea being thrown in when the liquid began to grow pale. Whether the customers grew pale or not did not appear to matter.

Now the coffee-shop only exists in the poorest neighbourhoods. Most of them have been greatly improved and when kept by enterprising people fulfil a useful mission. They serve the artisan and labouring classes, and many often provide excellent "pull up" houses for carters of all kinds and rest places for both man and beast. They are often very remunerative undertakings. However, even in the poorer neighbourhoods inroads have been made by the great catering firms.

The new kind of tea-room was due to the promoters of the temperance movement of the sixties, seventies, and eighties. To do any good among the working classes, amongst whom drinking was very common, they saw that they must offer a counter-attraction to the public-house. Mr. Hind Smith opened the first coffee-tavern in 1867 and in 1875 Mr. D. P. Lockhart started his cocoa-rooms in Liverpool. They at once eclipsed in roominess, cleanliness, order and in the quality of the food sold, anything that had yet been offered to the working classes. They were an immense success, and they have had a permanent influence for the better on popular catering. This phase of catering is discussed in another section, but as it is so closely related to our subject we may mention here that in Glasgow the Western Tea-Rooms were started by Mr. Cameron Corbett, father of Lord Rowallan, to cater for the same class. In other districts similar places were opened, notably in the Midlands, the Birmingham Coffee House Company soon building up an enormous business. This class of shop appealed at first

to the poorer neighbourhoods, but they soon spread to the business districts of every city.

In London Messrs. Stevenson started their excellent establishments and the Aërated Bread Company, following on Dr. Daugligh's discovery of the aërating process of dough making, spread their places over Central London. Then came the Express Dairy Company, and finally Messrs. Lyons and Messrs. Pearce.

By this time the tea-shop style of café had become also a dining-room and there can be no doubt of the immense advance we have made in the matter of sobriety by an alternative being offered to the public-house for the discussion of business. The public-house has itself in consequence become a better ordered and handsomer institution into which anyone can now enter without hesitation and without temptation to abuse instead of using the good things there provided.

The Glasgow Tea-Rooms

Unfortunately there is and has been for some time a tendency for the London tea-room to decline, but in Glasgow, its original home, the movement has been quite in the opposite direction, and the rest of the Scottish towns and villages have followed. Most of the older class of dining-room resembling the London coffee-shop have disappeared. The Glasgow tea-room is as a rule a model of good taste in decoration, in cleanliness and good management, and in the excellence of the food supplied.

In comparison to the tea-rooms found in London and the large provincial towns, the Scottish tea-room is a palace. You do not find there the wretched and most unrestful bentwood chair which is universal in London tea-rooms, and, in place of the poverty-stricken attempt at decoration on an Italian ice-cream shop plan, we have variety in the architecture, beauty in the internal fittings and general design, and the very finest modern woodwork to be found. The styles adopted, as in a dining-room they should be, are the styles we have made national, the Scottish gothic, the black and white half-timbered style and that of the British renaissance with which it was blended so admirably in the sixteenth century. These fine rooms do not remind one either of a swimming-bath, an ice-cream shop, or a railway booking-office as do the London tea-rooms, but give a real sense of warmth and comfort.

Most of them are supplied with smoke-rooms, which are furnished in the same comfortable and attractive manner. Edinburgh followed somewhat slowly, but she now boasts many good tea-rooms, the older firms having fitted up their places in the best modern styles.

Confectioners' Tea-Rooms

The confectioner's shop had grown up, and in the fifties, sixties and seventies they did a very large share of the dining and tea-shop business in the cities and villages. They were, of course, greatly strengthened by the temperance movement which made an attempt to moderate the

extraordinary wave of drunkenness which once more had caught the nation. Many of these confectioners' shops became quite famous, not only as refreshment houses but as general caterers, and a great number still flourish.

Some of the present tea-rooms again grew out of bakers' shops, like a notable house in Warwick which, commencing with two small tables in a corner of the shop, presently took in the back parlour, then built a lath and plaster building in the garden, and so on. Among the best types of this class of house are the famous Bollands in the Rows at Chester, Mountfords at Worcester, an excellent house at Ipswich, Galts, Gibbons and Francis at Liverpool; Skinners, Craigs, Peacocke, Montgomerys, and others in Glasgow; MacKays at Largs and Greenock, and very many in Edinburgh like MacVities, Littlejohns and others. Out of London the private venture houses have generally been the most successful.

In London, though many of these private venture firms still flourish notably in the West End and suburbs, large numbers have been extinguished as refreshment houses by the competition of the great London catering companies. But though these companies improved upon the coffee-shop and upon some of the less significant among bakers and confectioners, they do not compare with the best of them like those to whom we have referred either in quality of the food offered or in the waiting, the management, or the handsome appearance and good taste of the furnishing of the premises.

There is thus still plenty of room for private enterprise if the shops are thoroughly well conducted. In the writer's experience the shops kept by great companies generally show a tendency to decline after a year or two of efficiency. Very many instances of this might be cited.

Personal Supervision

The smaller tea-shops have the immense advantage of the personal supervision and direct interest of the founder and his family, and are able as a rule to maintain their standard. Even to-day in London we find many of these older firms; in the city we have many places like Hills and Hamptons, which not only hold their own but actually get higher prices than those taken by the great catering companies. Bireh's (Ring and Brymer), of course commenced in this way and held front rank as caterers for public banquets. All their staff and the whole of their waiters it is interesting to know are either English, Scotch, Irish, or Welsh. Buszards of Oxford Street, again, and many others maintain famous names in the West of London for producing the very best that can be produced by skill or bought by money.

The Old-English Tea-Room

The old-English and old-Scots style of tea-room is new to London, but so great has been its success that it promises to add to its strength by offering an opportunity to the smaller local firms. One of the best proofs of its success is that it has been able to obtain higher prices than those asked



A LONDON TEA ROOM.



A BASEMENT TEA ROOM.

To face page 103

SERVING COUNTER AT A
CAFÉ RESTAURANT.



by the great limited companies. This it must be admitted is not always justified by any superiority in food supplies. From the point of view of comfort, however, the old-English tea-room is a great improvement on the shops of these companies. It is not only more snug, but more picturesque and artistic, and the personal supervision should go a long way to ensure success. The capital required is small, as a room or two in any house can be decorated and furnished in the style of a cottage tea-room without much expense, we should say at any cost between £25 and £100. Many of the older houses in our country towns lend themselves very well to the purpose. Examples of the smallest tea-rooms of this kind are to be met with in the business centres of London, in one particular instance the upper floors of a fine example of the Adams period has been converted into a tea-room.

The cafés of the Meeea Company, mostly in the basement, are also spotted all over the city and the West End of London. They are very largely used, especially by players of chess, draughts, and dominoes. The fittings are oriental, or semi-oriental in many cases, and are substantial and comfortable. The charges are perhaps higher than in the cafés of the Lyons, A.B.C. and Express Co. The goods supplied are of the best quality and the waiting is excellent.

Besides the ordinary tea-shops and cafés there is another class of refreshment house largely distributed all over London and in all the large towns and villages. They fill an important office in catering for boys and youths engaged in offices and factories who make lunch of pies, cakes, buns, milk, sweets, or mineral waters. They are distinct from the ice-cream shop, which has spread so widely in northern towns, and unlike them do a day trade whereas the ice-cream shop does an evening, Sunday and holiday trade. In many of these shops tea and coffee have been added of recent years to the bill of fare. The capital needed for such a business is anything from £10 to £30 and it offers many possibilities to respectable tradesmen and women.

CHAPTER II

EQUIPMENT

Furniture and Fittings

THE promoter should carefully prepare all his plans, and to do this a full inquiry is needed and particular note should be taken of the current prices of furniture, partitions, china and earthenware, the style of decoration to be adopted—it should be in a style and not made up of odds and ends from several styles. (See article on Styles—Vol. 3). Then the price of foodstuffs—meats, vegetables, etc.—should be noted and a careful record made of the important difference in prices when large quantities can be bought. Every dish for which covers are made—vegetables, muffin dishes, toast dishes—should have a cover, not merely in order to keep things hot, but to keep off flies and town dust which has been proved to be frequently loaded with disease germs. Of all things a sugar basin and a milk jug need the most protection, for flies always make for the sugar basin; and as the sugar lies on the tables of a restaurant all through the day—unlike the milk—it receives also all the dust which is brushed up so industriously by the waitress or maids. If you ask your potter or your china merchant for a sugar basin with a cover you would be doing good for yourself and for the public generally by forcing one into the market. We do not know of any potter who now makes them for common ware, but a vessel which does for a sugar basin can be bought in ironware.

It is curious that while our grandmothers had in their Crown Derby tea services sugar basins with lids, we who need them so much more, buy them without lids.

For a fairly good class of trade the tea and coffee cups should be both small and large, as a small or “baby” coffee is becoming as common as an adult one.

Tables

These need not, of course, be marble topped. In fact the public must be very tired of marble-topped tables. The marble-topped table has also helped to send British workmen, whom we should be able to employ at home, to the United States and the colonies. If the marble-topped tables were better than the oak or pine or mahogany table there would be an excuse for the great change that has been brought about in the catering trade since the marble tops came in with the coffee and tea-room movement in the eighties and nineties, to which we have referred. The marble top has many objections—it is cold and looks cheerless in our damp, foggy winter days. It is not homely. It does not show (unless it is plain white) the coffee and jam that are daily slopped on to it by thoughtless customers,

who would never dream of being so careless with the national white tea cloth, in which our mothers and sisters still take pride at home.

One of the objections to the "multiple" shops which we pointed out is that everything in them is of foreign origin, directly or indirectly, save perhaps the oilcloth. Be sure that not one of the marble tables comes out of a British quarry, though we have some beautiful marbles in England and in Ireland. And as the marble table needs no cloth we lose all the English, Scottish, or Irish linen cloths which have been famous for centuries for their beauty and splendid wearing qualities. Yet a table cloth is a very sanitary thing, it cannot be allowed to get dirty, and it has a very dainty and refined appearance. The first cost of a table made of British wood is very moderate; we ought to insist on having them.

It is satisfactory that we have not yet introduced bare marble tables into any of our dining-rooms, and the cheap dining-room and the dear one still keep to the wholesome snow-white cloth.

Chairs

What has been said of the marble table is true of the Austrian bent-wood chair, save that while marble may be good for tables in a hot climate or under Italian skies, the Austrian bentwood chair—which has, in London restaurants and tea-rooms especially, pushed out our own better home-made chairs—has nothing of any kind to recommend it. It is thoroughly uncomfortable, is uninviting in appearance and requires no skill of craftsmanship to put it together. The seat is small in size and change of posture is difficult if not impossible. A good, cheap British-made chair can be easily obtained either with or without cushioned seats. Where upholstered seats are preferred the covering should be of some material which will stand wiping with a wet cloth without soaking up too much water. Leather is, of course, admirable for the purpose; it can be cleaned either by wiping with water or by rubbing with beeswax and turpentine, which makes an excellent polishing and cleaning paste. When water is used care should be taken to see that the cleaner does not leave the leather wet if it is to be used the same day. A damp seat may easily cause serious illness. There are several good leather substitutes on the market, such as Rexine or Pluviusin.

One of the best chairs is the plain polished wood chair with a broad seat made of one piece of wood and well hollowed out in the centre and rounded toward the front so that no hard edge or hard flat surface comes in contact with the body. These chairs may be seen in many public libraries and other institutions. They are very easily cleaned or polished and are as comfortable as an upholstered seat and more sanitary. The most comfortable chair of all is one we seldom see, in which the seat slopes downward towards the back so that the front edge comes well under the knees as in a deck chair, and forms an excellent support. The support is, in fact, identical with that given by an upholstered seat which sinks in the centre and leaves the front to support the knees; or with the lounge

seat which is so great a favourite in dining-rooms and cafés as is seen from the fact that it is always filled up first.

A heavy chair with a broad seat either hollowed out as described or sloping down towards the back is the most comfortable cheap chair we know. In a good tea-room and in a smoke-room the chair if of the heavy kind should have castors which save the noise and commotion caused by the dragging to and fro of chairs, and in smoke-rooms enable the smokers to change their positions or to form groups for games of dominoes or draughts.

The Walls

If panelled walls are used no decoration is really necessary, but if it is desired it can be given by the addition of coloured rugs; red and light grey or apple greens for instance, do admirably with brown oak walls. Pictures can always be hung in the centre of a panel but they should never infringe upon the moulding surrounding the panels. For dark walnut or mahogany panelling yellow and light blue rugs should be chosen for the floor. These colours should be followed in oilcloth if it is used. An oilcloth without a pattern is much better than one with a pattern. Oilcloth is one of the most sanitary of floor coverings known—this has been proved in laboratories and operating theatres. From the artistic point of view it is one of the ugliest coverings known, the surface being hard and the pattern generally atrocious. Use, therefore, only plain patternless cloth and with it use Turkey, Indian, or Japanese or other eastern mats of straw or of wool, following closely the instruction given above as to contrast of colour. Don't trust to the house decorator for your colour scheme. The writer does not believe in capital punishment as a rule, but he believes if we applied it to all the house decorators now existing there might be a chance for the nation to revive in decorative art the excellent traditions of our forefathers which we now utterly ignore.

Pictures

Good pictures are, of course, always in place, but if you mean by "pictures" the absurd photos of brainless young ladies with large hats and brainless pet dogs on their laps, being rowed down stream by brainless young gentlemen in twenty-five shilling summer suits we would prefer bare walls. It is sad that though colour prints of the works of our very best artists can be had for a few pence in any town, or, indeed, good original drawings can be bought up at anything from a guinea upwards, we prefer to pay twice as much for absolutely worthless photo-process reproductions of utterly childish scenes which have been sent over here from the Continent in shiploads.

Saucepans

For pans the most satisfactory are those made of aluminium, if certain precautions are taken. They must be carefully handled as they are, of course, breakable. They must never be washed with soda, strong

soap or with wire brushes ; the soda acts chemically on the aluminium and the wire brush or brass sponge ruins all saucepans alike. Hot water and a brush made of strong rushes is all that is required for cleaning purposes. A set of aluminium pans has lasted, to the writer's knowledge, in a great kitchen which daily dines many hundreds of persons, for over five years.

China—What a Tea-Room Requires

Tea cups and saucers	large size	Slop basins	. . . small
" ditto"	small "	" "	. . . large
Coffee ditto	. . . large "	Egg cups	
" "	baby "	Cruets (small)	
The cups should seat well in the saucers, and both the cups must "nest" so that they can be piled up safely.		Salts with lids or perforated covers—to keep the dirt out	
Tea plates	. . . small	Tea spoons	
"	. . . large for egg dishes, Welsh rarebit, macaroni, etc.	Egg "	
Large teapots for	2 persons	Table "	
" "	3 "	Dessert ", (for serving)	
" "	4 "	Vegetable dishes	. two compartments where meats are served
" "	6 "	" "	. one compartment
Bread and butter plates (small) for 1 person		Small-sized dinner plates	
" "	2 persons	Hot-water jugs	. large
" "	3 "	" "	. small
Sugar basins, with lids if possible.		Cream jugs	. large
		" "	. small
		Drinking-water glass jugs should have lids to keep out dust, or stoppered bottles can be obtained, but a wide-necked jug is easier to clean.	

In choosing china it should be seen that the cups have strong handles placed well below the rim of the cup and strongly attached ; the attachments of the handle at the top should slope downwards without a ridge and join the body of the cup, and at the bottom part of the finger loop there should also be no ridge. This with a view to ease in washing and the ready dislodgment of all dirt and facility in nesting. The cup, as can easily be understood, should be the most carefully washed of all dishes because it is actually taken between the lips of the drinker, and upon it may be deposited any disease germ that may be at the moment in his mouth. It is therefore essential that the utmost care should be taken in washing all glasses, cups, spoons and forks used in refreshment houses of all kinds. The cup should be of good hard china or earthenware, well fired, and the glaze should have a high gloss and the surface be free from small lumps or blemishes or breaks in which dirt or poisonous germs might lodge. It should be good enough in quality to stand boiling water or a hot oven. The danger of the plate is not one of infection, it is one of chipping, and for this reason it should be of toughened earthenware and hard and good glaze.

CHAPTER III

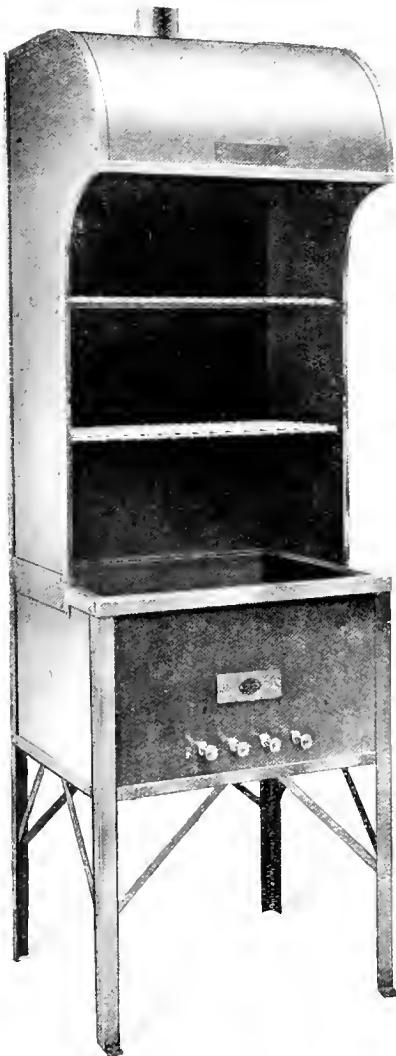
TIME-SAVING MACHINES AND APPLIANCES

MACHINERY does not enter into the tea-room and café trade equipment quite so much as it is now doing into the dining and hotel business, but there are a few admirable inventions which can do certain work for a tea-room better than it can be done by hand. Amongst these we must include the dish washer, of which there are several on the market. It is a great time-saver, for one of these machines of the "Vortex" type can wash dishes at the rate of eight thousand pieces per hour. Or, if only one person is attending to the machine, a smaller but yet very considerable amount of work can be accomplished. The working is very simple. The dishes are placed in wire baskets fitted with wooden linings to prevent contact with the metal and consequent breakages. This basket is lowered into the washing tank, which is full of a solution of strong soap. At the bottom of the tank a propeller draws the water down and deflects it into the basket of dishes. This powerful downward suction cleanses every particle of dirt or grease from the surface of the dishes, and holds them steadily in their places, so that there is no risk of breakages. The basket is then raised and dipped into the rinsing tank full of hot water which clears away the soapsuds and so heats the dishes that they dry immediately. One of the notable effects produced is the high polish the dishes acquire, and their complete freedom from any odour, owing to the strong alkalies used in the washer and the high temperature of the rinsing water. Perfect sterilisation is the result. The machine is very simple in construction, the only movable part being the propeller shaft. It can be worked by steam or by electric power.

Of a different type is the "Rotary" washing-up machine which cleanses plates, cups, etc. at the rate of three thousand pieces per hour. The plates are placed in metal baskets without packing and placed into the machine. A handle is then turned and the china is washed, rinsed, and brought forth clean and dry all ready for use. The washing liquid is forced against the plates by turbine blades fitted in the baskets and there is no delicate machinery to get out of gear. The machine can be worked either by steam or gas. It can be fixed on to a table or box by an unskilled person and occupies a space of only 3 feet 6 inches by 1 foot 2 inches.

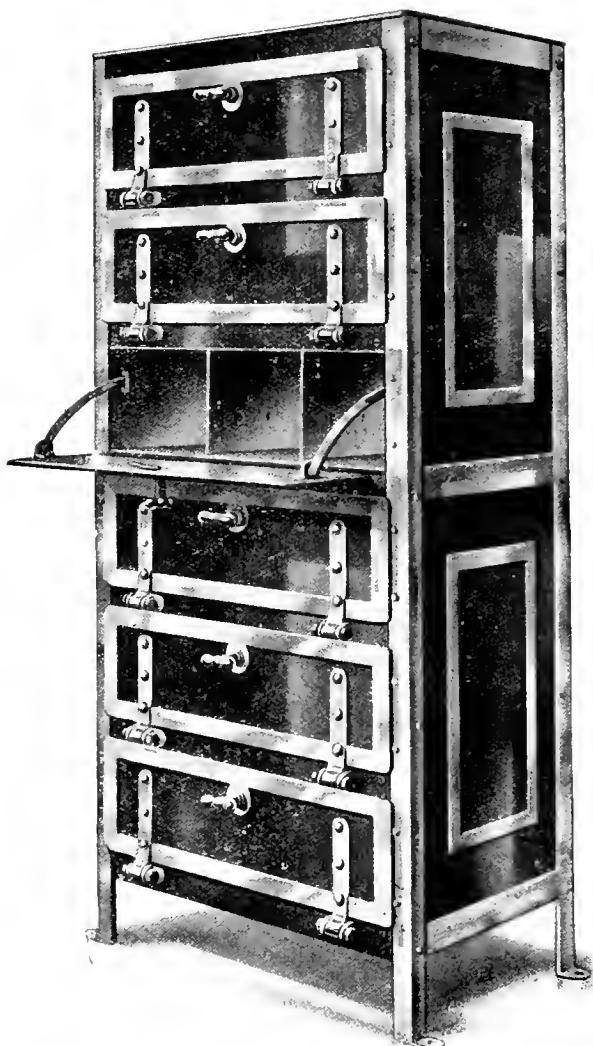
Fountains

The boiling-water fountain is essential for all tea-rooms save the smallest. It is one of the most valuable appliances yet introduced, and prevents stupid people spoiling the tea by infusing it with water that is not actually at boiling point. Boiling water is equally necessary for coffee and for



ELECTRIC FISH FRIER.

To face page 186.

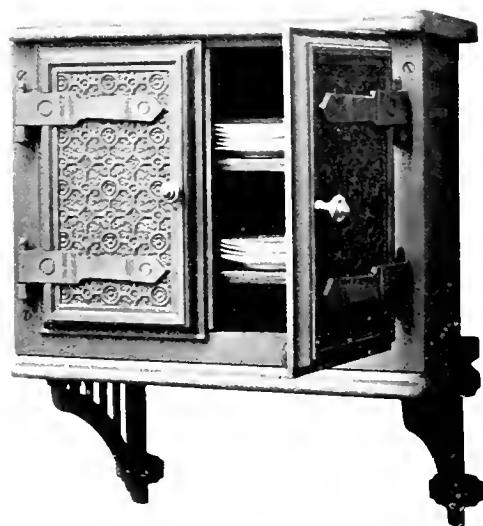


STEAM HOT-CLOSET.

TIME AND LABOUR SAVING APPLIANCES.



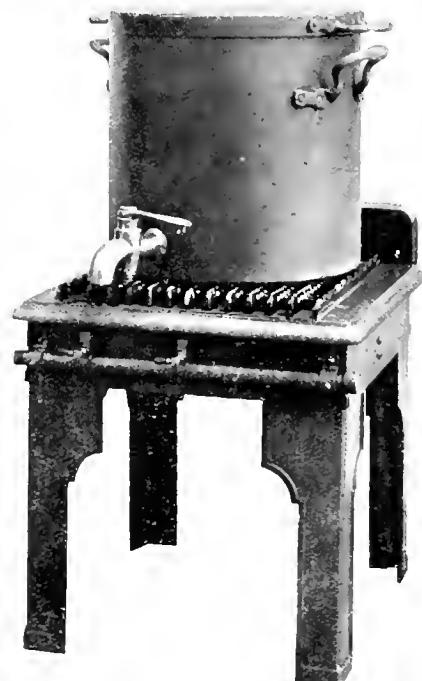
GAS COFFEE ROASTER.



BRACKET GAS PLATE WARMER.



GAS HAM BOILER.



GAS STOCKPOT.

TIME AND LABOUR SAVING APPLIANCES.

cocoa. An apparatus now widely employed is a boiling-water fountain which combines a coffee-making machine, a milk urn, a cocoa urn and an egg steamer. All these useful appliances are worked from the one boiler. A different type of this machine is the "Main," which is made of strong copper, brazed and well tinned inside. The fittings are of the best gunmetal. The boiler can be heated by gas and is easily cleaned. The supply of both water and gas is automatic.

Toaster Grill and Hot Closet

A large machine is the "Acme" combined griller, toaster and hot closet. The grilling burners are arranged so that they can be used separately and independently of the other portions. The hot closet is warmed by the waste heat from the griller; it has lift-up sliding doors and has a perforated shelf at the bottom. The burners and back deflectors of the griller can be readily removed for cleaning.

A much larger gas-heated cabinet toaster, the "Crittall," is divided into compartments fitted with sliding doors; the griller is placed in the centre between the cabinets and is arranged on the draw-plate system.

Toasters and Grillers

For establishments of any size the griller and hot closet are a great saving of labour and of time. One of these, the "Metropole," which is the smallest we have seen—can be hired from the various gas companies. It will toast eight rounds of toast at one time. In this machine the gas is turned down automatically by the action of pulling the grid out. When the grid is loaded and put into position it turns up the bye-pass. No relighting is, therefore, necessary, and the light of the bye-pass is sufficient to maintain a certain degree of heat, so that when the action of loading takes place the toaster is already warm and the toast is produced in a proportionately shorter time than if placed upon a cold toaster.

Knife-Cleaner and Polisher

The knife-cleaner is too well known to need description. It is an essential for restaurants of all kinds. There are many types on the market.

Carving Table and Hot Closet

This is also a very useful appliance where a certain amount of trade in hot meat and vegetables is done. The "Acme" carving table and hot closet is provided with a hot closet fitted with two carving dishes, one vegetable warmer with three compartments, two soup vessels and two gravy vessels.

The "Arktos" Refrigerator

Amongst many refrigerators the "Arktos" is especially interesting as being the invention of Loftus Perkins, son of the inventor of the system of heating bakers' ovens by means of sealed iron pipes containing super-

heated steam, who is referred to in the chapter on Bread and Bread Making in Volume 2. In the "Arktos" Perkins accomplished the wonderful feat of obtaining dry cold air without the use of ice or of motive power. The "Arktos" is made in all sizes and needs no recharging with chemicals. A refrigerator is an essential piece of equipment where milk, meat, eggs, and butter are kept on the premises.

The ice refrigerator is of course also well known ; it is packed with ice daily at a cost, for a machine six feet high with which I am acquainted, of 100 pounds of ice per day, that is a cost of 3s., or 21s. per week of 7 days. The objection to this type of refrigerator is that unless regularly packed with ice, it gives a most unpleasant musty smell and flavour to all the eatables that may be stored in it. If not constantly cleaned, as, of course, everything connected with food should be, it becomes still more offensive.

CHAPTER IV

MANAGEMENT

A Plan of Campaign

MANAGEMENT consists first of a well-thought-out plan in which the details are not left to chance but are fully provided for. The general manager should have an intimate knowledge of the plan as arranged in the first instance and should himself have some first-rate business qualities. First among these should be the capacity to carry out persistently a definite plan of this character, and an experience of routine. For it is dangerous and often leads to failure to attempt to carry out a plan at intervals or in part and not in its entirety. A plan is often excellent as a whole, but its parts may be dependent largely on one another, and failure often arises from the fact that only a part of the plan which has been devised as a complete whole has been carried out. A plan of action is often like a steam engine—of no use unless all the parts are complete and work in co-operation. A well-thought-out plan is indeed essential to success ; it not only clears the mind of the promoter of the scheme himself, but it enables him to keep in his eye, while the scheme is actually working, a distinct impression of his aim and object, and the mode chosen for accomplishing them. This is of great assistance in deciding difficult problems and in supporting him in moments of temporary failure and of doubt.

Have your plan of campaign therefore typed and keep it always before you.

Choosing the Site

In choosing the site of your proposed tea-room, very special attention must be given to the possibilities of trade, the number of places of refreshment in the neighbourhood and in the town generally ; the number of persons employed in the neighbourhood ; the class of persons and their requirements ; whether a tea-shop would meet with the least opposition from competitors or a tea- and lunch-room. A site in a great city may be so situated that it would not pay as the site for a dining-room, but if there is an opportunity to add a tea-room and a smoke-room to it the considerable profits on tea and coffee may make it well worth the venturing. In judging a site out of London it should be remembered that in many large country towns a considerable number of people go home to dinner. In these towns, however, a very large trade is often done by tea-rooms, though less is done proportionately than in a place like London in the dining-rooms. In a market town, again, a big dining trade is often done on market days. The tea-room is, of course, very largely a social institu-

tion for conversation, or games of draughts and dominoes, and is as popular in the country town as in the great city.

Having found suitable premises as to site, consider the position of the serviee, kitcheen, and washing-up room to the actual tea-room. See that they do not entail too much running about on the part of the waitresses, and that the food ordered can be received at a window in some such manner as has been described elsewhere. If the distance between the rooms is great it may entail the employment of more waitresses, which would considerably alter the provision allowed in your original plan. Unless the site is an extremely good one it would then be best to try another site, so important is it that your tea-room should be easily worked and accessible.

If the kitchen and the tea-room are far apart it must also be remembered that the cups of tea, tea cakes and other dishes are nothing unless they are thoroughly hot when served and will be chilled in the journey from the kitcheen to the customer.

Choosing the Staff

The choosing of the staff is in many ways more important even than the choosing of the site. The larger the business the more important the staff becomes, because the more impossible it is for the proprietor or manager to supervise everything himself.

The manageress (for in these establishments a woman is more often found in charge than a man) is the first essential. She, if not the proprietor, should know everthing there is to be known about the business and the plan of campaign. She should each week keep herself posted up in the market supplies and prices of meat, vegetables and fruit so far as they are used in her café or tea-room. She should be a good judge of subordinates and should make up her mind to trust them. The successful woman or man is not the one who tries to do all the work personally. The general does not fire the gun and light the train of explosives. He should, however, know how to do both tasks. The great Napoleon, according to an eye-witness, was actually seen to go forward at Waterloo and point a gun which was being badly handled. So the manageress must know how the task is done and she must have the power of selecting her assistants and of trusting them, as the soldier trusts his general and the general his officer, and the officer his sergeants and corporals.

To make the most of assistants, to get the best out of them, you must trust them. "Trust men," says a great American writer, "and they will be true to you."

Choose men and women of character and then give them responsibility and authority ; that is the seeret of success in every business. Let them do their tasks their own way and always get from them at regular but not too frequent intervals an account of their stewardship. Don't worry them. The man at the wheel should be left alone. Never doubt or correect your servants in the presence of those under them, or before those whom you know to be their personal friends.

If people do their work in a manner which you think is wrong ask them to explain their system as it is new to you ; listen patiently ; weigh well what they say—their plan may be better than yours. If it is not, explain yours. Don't snuff out those who are enterprising enough to try new ways.

Selecting your Deputies

As has been said, it will be impossible for the manageress, if the place is a busy one, to supervise everything. She must depute duties to others who know and are capable of managing their departments. But these deputies should always report progress and show on paper all the particulars of the stock used daily. Never become slack in supervising all your deputies, because human nature in deputies as well as managers tends to slackness, and friendly but constant oversight keeps men braced and vigilant. Napoleon, who was a great statesman as well as a great administrator, often went at midnight alone round his own outposts, and Wellington when in the Peninsula was nearly captured once or twice when out doing his own scouting.

If there is one other thing that braces men to do their best—it is a little praise and recognition. If you have got a good workman acknowledge it in your deference, in the wages you pay him and in consulting him in all matters concerning his department. You will thus improve your servants by making them think, and please them by showing that you appreciate their efforts.

What the Best Caterer Does

The good caterer is not the one who tries to get the last farthing out of an overworked staff. The best caterer is the one who serves you promptly and in comfort and who gives the best food in quality and quantity. Don't cut down the portions or the drinks. A customer does not say anything, but he does not like a cup half-filled with coffee or tea when he pays for a whole cup. Publicans would not be allowed to make this mistake. They give full measure in a glass that must hold a given quantity and is frequently stamped. There is no reason why a tea-room proprietor should have the privilege of robbing the public any more than the publican. The profits on tea and coffee are very substantial and there should be no need for this course, which, like any other kind of pilfering, lowers the dignity of the trade generally. In its way it is just as bad as the selling of bad fish, meat or fruit.

CHAPTER V

FAULTS IN LONDON TEA-ROOMS

WHAT is required in many minor respects may perhaps best be realised by a brief summary of the actual faults which may be seen daily committed in London tea-rooms and cafés. On this subject in 1912 the present writer said: "What horrors have I not seen in hotels and restaurants! The service of portions of food with the bare hand in a great hotel and in restaurants in the City of London. I have seen waitresses wipe their faces with the towel used for polishing cups, glasses and other articles. Again, it is a daily experience to see the dust and litter—which is often laden with the microbes of tuberculosis, influenza and other diseases—swept over the whole floor of a restaurant so that it rises and falls on a considerable area around, instead of being taken up immediately into a damp cloth or sprinkled with damp tea leaves or sawdust and swept straight into a dustpan."

Floor Brushing

This warning is far more needful to-day than it was when written. Never allow your waitresses to brush the floor while customers are present. In fact floors should never be brushed at all. A little wet sawdust sprinkled over the floor as suggested and swept directly into a dustpan with a covered top is the most that should be done with the brush. It is far more effectual and sanitary to employ a woman to go over the floor with a damp cloth.

When you have two or three rooms it is a good plan to close each of the rooms in turn for half an hour after the busy time is over so that the floors and tables—when no tablecloths are used—may be wiped over with a damp cloth (for floors place on a long-handled holder) by a skilled charwoman provided with a bucket of water. The cloth should be well wrung out, of course, before being applied so that it may not leave the floor wet and dangerous for persons sitting in the room. Or the floor can be sprinkled over with wet sawdust and brushed over as described. A good system for keeping the room clean throughout the day without causing discomfort to customers is of the first importance.

Pocket Handkerchiefs

Every waiter or waitress should possess or be provided if her means are narrow with a clean pocket handkerchief daily, and should be as scrupulous as a medical man is about keeping his hands or her hands clean.

Dirty Table Tops

Where marble-top tables are used they should be wiped over with a

damp cloth very frequently, so that customers may not get their clothes soiled by jam or grease left on the tables by previous visitors.

Noisy Methods

In the supply counter of most London tea-rooms a prodigious noise is generally kept up with the washing of dishes, the dragging about of chairs, the rattling of silver, or the bawling of orders by the waitresses. It is often difficult to hear ordinary conversation in such a room. In a good private house, hotel or club it would not be tolerated. We have not noticed any particular advantage in having the supply counter inside your dining- or tea-room, save that it may do away with the calling out of the orders. On the other hand, it brings the din of crockery and clashing of silver right into the public room. On the whole, we think it is better to have your supply counter in a back room, so that the waitress can enter and get her order without calling it out in the hearing of the customer. This also greatly diminishes the noise of the washing up. But where at all possible the washing up should be done in a scullery adjoining the service room and connected with it by two small windows through one of which the cups and plates can be passed when clean, while through the other the dirty plates can be passed for washing purposes. By this arrangement both the calling out of customers' orders entailed when the kitchen is on the floor above and the clattering of the dishes can be largely done away with. When meals are cooked and not merely kept hot, as in the cafés of the "multiple-shop" caterers, the kitchen should communicate in a similar manner with the service room. Where lifts are used it should be seen that they are of a kind that make little or no noise. The incessant rumbling of a lift is an intolerable nuisance. A noiseless lift can be easily obtained. Where this arrangement of kitchen and washing-up scullery is not possible, all the service offices should be enclosed by screens reaching to the ceiling to shut off noise and kitchen odours. The writer knows many establishments where this has been done most successfully.

Washing the Cups

The greatest care should be given to the matter of washing the cups and saucers. This is especially important as regards the cups, the glasses and the spoons, because the drinker actually takes them into his mouth and the next customer who uses an imperfectly washed cup might catch any disease he happened to be suffering from by the contact. All crockery and spoons and forks should be washed either by a machine, containing a strong solution of very hot soda and water or with soap. In the washing-up machine the great heat also dries the cup while standing, so that the labour and time generally required for drying are saved. Where no machine is used care should be taken to wash the soap off the crockery or it will scent the cup and flavour the tea. In the machine the vessels are rinsed by being passed through plain water before removal.

Chipped Cups

Do not use chipped or cracked cups; they look bad and are dangerous, and it is quite impossible to clean them properly. A great deal can be done to save cracking by the use of "unbreakable" and "unchippable" edged plates and saucers such as we have described in our article on Glass and Earthenware. A "crazed" plate, that is, one in which the glazing is cracked and discoloured, is a positive danger owing to the fact that the chemicals in the food can soak into the clay under the glazing. As it is always there once the glaze is broken, it frequently flavours the food placed upon it.

For all purposes and reasons it is cheaper to buy good ware with a maker's name upon it. A good name is the best of all guarantees. A good glaze is necessary for cleanliness and speed in washing.

House Flies

The number of flies in London restaurants has greatly diminished. Twenty years ago they were tolerated and the humbler restaurant was completely "fly blown" all through the summer. It is only during the last few years, since the mischief done by the mosquito and fly as the carriers of disease has been realised that attempts have been made to destroy our own particular pest. There is yet, however, much to be done. Only a year ago the writer had occasion sometimes to use a large restaurant in a great South Kensington thoroughfare. The place belonged to a well known firm of caterers. It was swarming with flies. In fact they gave one no peace, and the writer called the attention of the manager to the nuisance. One had to give constant care to keep them off one's food, or hands or face. The bluebottle is an even more deadly danger than the fly.

Tipping

Tipping is gradually disappearing from this country so far as the popular refreshment establishments are concerned, and for that we should be thankful. It is still, however, the custom to a considerable extent in cafés and dining-rooms. It should never be tolerated, and one of the good things done by the companies whose places we have described—Messrs. Lyons, the A.B.C. and other companies—is to have prohibited tipping.

There is no reason why a restaurant keeper should not pay his own servants instead of placing them in the undignified position of being dependent upon the customers' generosity. There is another great objection to tipping—it generally increases the advantages possessed by wealth, because those who can tip the most can naturally command better attention than those who cannot tip at all, or who can only afford to tip a little. Tipping has always had a way of growing greatly, and to what extent it grew in the days of our grandfathers! In those days if you put up at an inn, after paying your bill you were obliged—we say

obliged, for your very character and reputation depended upon it—to give the waiter a shilling as a minimum, the chambermaid sixpence, the ostler sixpence if you came with a horse ; to the boots you gave sixpence. At breakfast you had to give sixpence between the waiter and the ostler. If you merely called at an inn for refreshment for man and beast, you paid of course for attention rendered to your horse and gave the ostler threepence, to the waiter at dinner sixpence, and a similar sum between these two again at teatime. That is, you gave away five shillings a day to the servants. According to the story, George I. “the wee German lairdie,” after his landing here with not too much money in his pockets, told Horace Walpole that he thought this a strange country, for the first morning after his arrival at St. James’s Palace he looked out of the window and saw a park with walks and a canal which he was told were his. Next day Lord Chetwynd, the Ranger, sent him a pair of fine carp out of the canal he had been told was his (the King’s), and he was told that he must give five guineas to Lord Chetwynd’s servants for bringing him his own fish out of his own canal in his own park.

PART V

TEMPERANCE CATERING

CHAPTER I

HIGH AND MIDDLE CLASS CATERING

ONE of the most remarkable features of the social life of Great Britain during the past 45 years has been the change in the habits of the people with regard to the use of alcoholic liquor.

Formerly it was the custom for intoxicating liquors to enter into all social and business engagements, but gradually a marked change has taken place, especially in the habits of business men, and now it is not regarded as necessary for the successful negotiations of business to adjourn to the hotel or public house. If anything is done in that way, the adjournment is now usually to one of the cafés with which the metropolis, and every large business centre of the Kingdom, are abundantly supplied.

This altered state of things is due to many causes. The chief one is probably the efforts of temperance reformers who for three-quarters of a century have been labouring incessantly in disseminating the principle of total abstinence.

The spread of general education and restrictive legislation have been, undoubtedly, great factors in establishing a higher standard of conduct. The time has passed when the excessive indulgence in alcohol was regarded as a merely venial offence against propriety. Coincident with this change of habit there has sprung up to meet the changed circumstances a great business in catering on temperance lines. The demand no doubt in the first instance created the supply, but the provision was so adequate and attractive that the supply eventually greatly stimulated the demand. This is true to a remarkable extent in the City and the West End of London. The rise and growth of tea-shops and the tea-shop habit are among the most wonderful phenomena of the social life of the metropolis during the last few decades.

The movement has spread in the provinces also in a marked degree.

To stimulate, direct and consolidate this movement, the National Temperance Caterers' Association was established in 1883 and from that time to the present by means of Conferences and its monthly organ, *The Temperance Caterer*, it has successfully carried out its objects. With a growing tendency on the part of the public, not only in Great Britain but all English speaking countries, and an increasing severity in restrictive legislation, amounting in some countries to absolute prohibition, to dis-

associate the use of alcohol with food at meals, there is an ever-widening opening for temperance catering in the future.

We propose to indicate the way in which this opportunity may be embraced, and the conditions which conduce to success. We deal with the subject from the standpoint of many years of practical experience in all the departments of temperance catering to which reference is made.

High Class Restaurants

The subject naturally divides itself into three or four classes. The first is catering in high-class restaurants on temperance lines. It must be admitted that there are several initial difficulties in this department. First, the people who frequent high-class restaurants and can afford to pay the prices belong to the class accustomed to accompany its principal meals with wine or some other kind of alcoholic liquor, and therefore are not very anxious to give their patronage to establishments where such liquors are not supplied.

The second difficulty is that the proprietor of a high-class temperance restaurant is deprived of the oft-times large and always certain profit accruing from the sale of wines, etc. It frequently happens that considerably more profit comes from the liquids supplied than the solid food. The result is a handicap against the temperance caterer at the start. Further, it naturally follows that the promoters of such establishments are not able to lavish so much capital in gorgeous and expensive fittings and decorations. The wise proprietor does not, as a rule, attempt to rival his competitors in these matters, but gives his attention to all the essentials which go to make for the comfort and convenience of his patrons. Neatness, promptness of service, good quality of food, spotless cleanliness, and reasonable charges go a long way to make up for the splendour and costliness of the places he has to compete with.

To some extent, even amongst the richer classes, there is a growing tendency to eschew large and grand restaurants, and to prefer the smaller places where the personal supervision of the proprietor or management ensures greater comfort.

In opening a new high-class restaurant the first consideration is its situation. It is remarkable how sensitive popularity is to location. The side of the street may make all the difference between success and failure, hence the greatest care should be taken in selecting the best available position.

That factor is determined by local conditions, which are almost too elusive to be defined on general lines. But it is safe to be guided by the success of similar establishments, or where there are none the relationship of the site to theatres, and other places of amusement, offices of professional men, railway stations, etc., may be a fairly safe criterion by which to form a judgment.

The next step is the laying out of the premises. The first consideration must, of course, be the convenience and comfort of the customers, and the next is the handiness for expeditious service by the staff. Ex-

perience can alone determine what are the best arrangements, but there can be no doubt that the stores, larders, kitchen, and service room should be so arranged, if possible, that there shall be direct inter-communication without crossing a public room, so that there is the greatest economy in labour, and all the departments kept away from the sight and the noses of customers. The best place for the kitchen is undoubtedly at the top storey of the house. This is not always practicable. If the kitchen has force to be in the basement, or adjoining any public room, it necessitates the use of the fan for preventing kitchen odours reaching the olfactory organs of guests. In fitting up the kitchen, in all but the smallest of restaurants, it will be found desirable to have a small independent vertical steam boiler. Steam will be required, not only for cooking, but also for heating hot-plates, etc. In some cases, it can also be used for general heating purposes, especially for entrance halls, and corridors. In the rooms used by the public, the English custom of open fires is almost invariably preferred. In the general furnishing and fitting up of a good restaurant it is a wise practice to fix upon a style which is somewhat plain and severe, but of the best material, workmanship, and finish. An ornate style, with much carving and detail, involves immense labour to keep it perfectly clean, as it should be in a first-class establishment.

The same remark applies to the silver, plate, and cutlery.

The beginner will find it cheaper in the long run to buy really good crockery, cutlery, napery, and glassware. Nothing is gained by cheapness and showiness. Patrons with good taste, especially ladies, are quick to discover lapses in this direction, and many otherwise deserving places have suffered from the character of the table appointments.

In the best establishments waiters only are employed, though there has been a tendency, even before the war, to replace them by neat waitresses. Since then they have been employed largely. Somehow, the business of waiting at table has not appealed to British men, and the consequence is that the business has been monopolised by foreigners, Italians, Swiss, French, Germans, and Austrians, the proportionate numbers employed being in about the order given. Perhaps the lowness of wages accepted by foreign waiters has had something to do with the monopoly. On the plea of learning the English language they worked for little or no wages. Recent revelations have disclosed the fact that some at least have other sources of income from the secret service funds of their fatherland. To do the foreign waiters justice, however, it must be said as a rule they are efficient and models of politeness. The question of waiters and waiting is fully discussed elsewhere.

The kitchen staff will consist of a *chef*, usually a male, but we know of several notable exceptions where a female has made an admirable head of the kitchen; then undercooks, vegetable maids, and kitchen porters, according to the requirements of the business. The service room will require a clever and experienced carver at the hot-plate, as much depends on him whether money is made or not. If there is a grill, a competent man is required at that post. We assume, of course, that the proprietor,

HIGH AND MIDDLE CLASS CATERING 199

or a good manager of his appointment, directs and controls the whole of the staff.

The menu put before the customers of even the best temperance restaurants is almost invariably in the English language. Perhaps one reason is that as there are no foreign words required for a wine list it seems appropriate to use the home language in preference.

In outside catering, with which we shall deal later, the custom is generally otherwise. The menu naturally varies according to the season and the prices also. It is usual to include at least two soups, two fish, three or four entrées, two joints, two kinds of poultry or game, vegetables in season, three boiled and two milk puddings, two fruit tarts, fruit, cheese and coffee. The following is a typical average menu :—

DINNER MENU

<i>Soups</i>		<i>Poultry</i>
Mulligatawny.	Tomato.	Roast Chicken.
<i>Fish</i>		Roast Pheasant.
Fillet Sole.	Boiled Turbot.	Boiled Chicken.
<i>Entrées</i>		<i>Griil</i>
Steak and Kidney Pie.		Chops. Steaks. Cutlets.
Steak Pudding.		Kidney and Sausage.
Curried Mutton.		<i>Vegetables</i>
Braised York Ham.		Boiled, Mashed, and Chipped Potatoes.
Mutton Cutlet.		Cabbage. Cauliflower.
<i>Joints</i>		<i>Sweets</i>
Roast Sirloin of Beef.		College Pudding. Golden Pudding.
Boiled Leg of Mutton.		Fig Pudding. Rice.
Roast Pork.		Tapioca and Custard Pudding.
		Cheese and Biscuits.

The tea menu is often all printed and is much the same day by day—with the exception of a space left vacant for the introduction of special “Plat du Jour,” in which is often included items left over from the dinner bill of fare. The following is an average tea menu of stock items, which may be, and sometimes is, elaborated to two or three times the size by the addition of dishes which are readily compounded from tinned and other goods always in stock in a well replenished larder.

TEA MENU

Tea.	Coffee.	Chocolate.	Milk.	Tea with Cold Roast Beef
		Aerated Waters.		„ „ York Ham.
Tea with Bread and Butter.				„ „ Ox Tongue.
„ „	Toasted Teacake or Muffin.			„ „ Boiled Eggs.
„ „	Chop or Steak.			„ „ Poached Eggs on Toast.
„ „	Cutlets.			„ „ Beans on Toast.
„ „	Grilled Sausages.			„ „ Stewed Fruit.
„ „	Filletted Soles.			„ „ Figs, Prunes, Peaches, Pears.

The foregoing are skeleton bills of fare in plain English. They can be filled out and decorated with the sauces and trimmings and interlarded with French phrases according to the taste of the caterer, but

the items form the basis upon which all rests, with the necessary variation of some of the dishes according to season. It is not a bad plan to introduce local dishes, where such exist and can be included with profit. Fish deserves more attention than it generally receives, as when well cooked it is popular and proves remunerative.

As regards special menus here are three useful specimens :

The following was the Christmas bill of fare put on by a good restaurant in the provinces in table d'hôte fashion at 3s. 6d. per head.

	<i>Soup</i>
Clear.	Mutton Broth.
	<i>Fish</i>
Whiting.	Soles.
Boiled Turbot and Lobster Sauce.	
	<i>Joints, etc.</i>
Jugged Hare and Jelly.	
Roast Turkey and Sausages.	
Roast Sirloin of Beef and Horseradish.	
Roast Saddle of Mutton.	
	<i>Vegetables</i>
Cauliflower.	Brussels Sprouts.
Seakale and White Sauce.	
Mashed Potatoes.	
	<i>Sweets</i>
Christmas Pudding.	Apple Pudding.
Apple Pie.	Damson Pie.
Vanilla Sponge.	Raspberry Jelly.
Stewed Rhubarb and Cup Custard.	
Gorgonzola and Cheddar Cheese.	
Celery.	Coffee.

In the best temperance houses in London, especially in the West End, the menu is often presented in that extraordinary lingual form known as Kitchen French. The subjoined is the Menu of a set dinner supplied at such an establishment. The price was about 5s. per head, and about 250 persons sat down.

	MENU
Sardines.	Olives.
	Croutte-au-pot.
	Crème Rubis.
Escalope de Turbot Garbure.	
Eperlans frits au Citron.	
Scle de Mouton à la Broche.	
Pommes Chateau.	
Pommes nature.	
Chouleur au gratin.	
Jambon d'York aux Epinards.	
Faisan roti.	
Salade.	
Pouding Dominicaine.	
Glace Panachée.	
Gaufrettes vanillées.	
Dessert.	
Thé.	Café.

HIGH AND MIDDLE CLASS CATERING 201

On a great historic occasion, a luncheon was served in the House of Commons. The tickets, including wine, were one guinea per head. The temperance M.P.s objected, thereupon the committee took 16s. per head off for the wine, and still an elaborate menu was served at 5s. per head.

It is very rarely found, even in the best temperance catering establishments, that music is associated with the ordinary business. A band is a rarity indeed. This may be owing to the fact that as a rule the rooms are so much smaller than the palatial licensed restaurants, and it may be that the absence of the wine list has something to do with it. The fact, however, remains.

Outside Catering

Outside catering, by which is meant catering off the caterer's premises, is a big business. It is not widely known that the food catering at many public and private gatherings, where wines, etc., appear on the menu, is in the hands of the temperance purveyors. There are many towns in the United Kingdom where the mayoral banquets and civic festivities generally are, as far as the food is concerned, entirely in the hands of experienced caterers who, in their own business, do not handle intoxicants. The same applies to ball suppers, county dinners, and occasions of high festival.

The main reason is that the civic dignitaries and other promoters of dinners, balls, etc., by letting off the department which requires skill, experience, and an elaborate plant, free themselves from great responsibility, and by providing their own wines, etc., greatly reduce the cost to themselves as compared to contracting with a licensed caterer. For instance, Bar messes connected with the various circuits, etc., have their own cellars to draw upon.

The price per head is largely governed by the numbers catered for, and the style of serving, and will range from 2s. to 20s.

For example, here are the particulars for a refreshment buffet supplied at the modest sum of 2s. per head for 150 persons.

MENU

Tea and Coffee.

Mineral Waters.

Thin White and Brown Bread and Butter.

Cakes (various). Pastry (various).

Biscuits (various). Petit Fours.

Sandwiches. Patties.

Jellies. Creams. Custards.

Ices (Cream and Water).

Lemonade. Orangeade.

Bouillon.

Now as to quantities. Tea and coffee will have to be served hot all through the evening, with sugar and milk or cream, though in summer

iced coffee and bouillon will be in demand. Mineral waters will also have to be much in evidence, say, a gross of various kinds. Lemonade, soda-water, and ginger ale are most generally asked for. Thin brown bread and butter should always be at hand ; it is usually wanted in pretty liberal quantities. About 25 pounds of block cake—plain, seed, fruit, and cherry, cut up as required. Assorted small cakes are also acceptable. All kinds of small pieces of pastry, allowing about one and a half pieces for each person. Various kinds of biscuits should be on the buffet. Those not used can be returned to stock. Macaroons, coconut, etc., petit fours, nearly one each of these, all kinds, cut very small will be wanted. Various kinds of sandwiches, beef, ham, lobster, tongue, chicken. These should be made by pounding up the various meats and seasonings in a mortar with a portion of butter to form a paste. Then spread it on to previously buttered bread, and after trimming off the crusts cut up into different shapes. About 40 of each kind will be required. Small beef, veal and ham patties, about 60 each ; 4 quarts of jelly, moulded ; 4 quarts of cream, moulded and decorated ; some small custards in glasses, about 60 ; 6 quarts of vanilla cream ice ; 6 quarts of lemon ice-water ; 8 quarts of still lemonade ; 8 quarts of orangeade and 10 quarts of bouillon (this will allow with care a small teacup nearly full to each guest when leaving). The approximate cost of food and drinks is £5 18s. 0d. For the service there will be required about 300 plates, 100 tumblers, 8 water bottles and tumblers, 24 salt cellars, 12 mustards, 60 ice plates, 30 sodawater tumblers, 175 silver-plated forks, 180 spoons, 36 tablespoons, 24 salt spoons, 24 mustard spoons, 60 teaspoons, 60 ice spoons, 2 milk jugs, 125 cups and saucers, 3 sugar basins, 175 knives, silver-plated urns. Five waiters would be sufficient.

Cost of waiters, carriages, breakages, cleaning, etc., should come under £3 15s. 0d., making a total cost of £9 13s. 0d. against £15 received.

School Treats

Temperance caterers are sometimes called upon to supply school treats. The prices charged are often very low, yet with careful management it is possible to get a little profit. At the smallest the children should be expected each to bring a mug for tea and the food is delivered made up and distributed in paper bags.

TEA FOR 800 CHILDREN AT 3d. EACH, £10

		£	s.	d.
800 Currant Buns (to cost ½d. each)	.	1	13	4
800 Madeira Cakes (to cost ½d. each)	.	1	13	4
200 lb. Plum Cake @ 4d. per lb. (allow ¼ lb. slice to each child)	.	3	6	8
10 „ Tea @ 1s. 6d. per lb.	.	15	0	
56 „ Sugar @ 3½d. per lb.	.	16	4	
12 Tins Swiss Milk @ 5d. per tin	.	5	0	
(Each tin diluted makes one gallon.)				
		<hr/>	<hr/>	<hr/>
		£8	9	8

HIGH AND MIDDLE CLASS CATERING 203

TEA FOR 400 CHILDREN AT 6d. EACH, £10					£	s.	d.
12 Stones Bread (White and Brown) at 2s. per stone .					1	4	0
10 lb. Butter @ 1s. 5d. per lb. .						14	2
400 Plum Cakes @ 4d.. .						1	5 0
400 Seed Cakes @ 4d.. .						1	5 0
400 Jam Tarts @ 4d.. .						16	8
76 lb. Slab Cake @ 4d. .						1	5 4
6 „ Tea @ 1s. 6d. .							9 0
8 gals. Fresh Milk @ 1s. per gal. .							8 0
12 Tins Swiss Milk @ 5d. per tin .							5 0
28 lb. Sugar (Gran.) @ 3½d. per lb. .							8 2
					£8	0	4

TEA FOR 120 TEACHERS AND FRIENDS @ 9d. EACH, £4 10 0					£	s.	d.
56 lb. Plum Cake @ 4d. per lb. .						18	8
42 „ Madeira Cake @ 4d. per lb. .						14	0
56 „ White and Brown Bread .						8	0
4 „ Fancy Cakes @ 6d. per lb. .						2	0
120 Sausage Rolls @ 4d. each .						7	6
6 lb. Butter @ 1s. 5d. per lb. .						8	6
3 „ Tea @ 1s. 6d. per lb. .						4	6
14 „ Lump Sugar @ 4d. per lb. .						4	8
3 gals. Fresh Milk @ 1s. 2d. .						3	6
					£3	11	4

SANDWICH TEA FOR 200 @ 1s. EACH, £10					£	s.	d.
(North Country Style)							
18 lb. Boiled Ham @ 1s. 4d. per lb. .						1	4 0
6 „ Roast Beef @ 1s. 6d. per lb. .						9	0
6 „ Potted Meat @ 10d. per lb. .						5	0
12 Tins Salmon (put through mincing machine) .						8	0
84 lb. White Bread .						12	0
14 „ Brown Bread .						2	4
12 „ Butter @ 1s. 5d. per lb. .						17	0
4 doz. Currant Tea Cakes @ 4d. each .						3	0
6 „ Sponge Buns @ 9d. per doz. .						4	6
6 „ Coconut Buns @ 9d. per doz. .						4	6
6 „ Rice Buns @ 4½d. per doz. .						2	3
6 „ Jam Tarts @ 4½d. per doz. .						2	3
6 „ Lemon Cheese Tarts @ 4½d. per doz. .						2	3
6 „ Eccles Cakes @ 4½d. per doz. .						2	3
14 lb. Plum Cake @ 6d. per lb. .						7	0
14 „ Seed Cake @ 6d. per lb. .						7	0
7 „ Mixed Sweet Biscuits @ 6d. per lb. .						3	6
5 „ Tea @ 2s. per lb. .						10	0
24 „ Lump Sugar @ 4d. per lb. .						8	0
4 gals. New Milk @ 1s. 2d. per gal. .						4	8
2 quarts Cream @ 2s. 6d. per quart .						5	0
Mustard, Salt, Parsley for garnishing .						1	0
					£7	4	6

These profits are certainly small, but they can be handsomely increased when the catering business is sufficiently large and steady to justify the regular baking of bread and cakes.

Popular Cafés and Restaurants

Under this heading is included the amazing development which has been made during the past thirty years in catering for the business and middle classes.

It may safely be said that the habits of the London business man have been revolutionised during that period.

The enormous crowds which daily fill the tea-shops, popular restaurants and cafés, bear eloquent testimony to the change from the hotel and public-house or frowsy, partitioned-off coffee-shop of former times.

It is estimated that in the Metropolis there are from two to three thousand of these popular resorts, where people rub shoulders with merchants, clerks, prominent politicians, tradesmen, and professional men of all kinds. In the West End tea-shops customers include members of the peerage and fashionable ladies down to clerks and shop girls.

In a lesser degree a similar change has taken place in all the large centres of the United Kingdom.

What are the secrets of success? There are several. First the promoters have had the courage to pour almost unlimited capital into their enterprises.

The very best sites obtainable have been seized. The furnishing has been, while strictly utilitarian, in good taste, the dark little rooms with numerous divisions have been swept away, large, commodious, well lighted, brightly decorated rooms have taken their place.

Then there have been sane management, good food, well prepared in great variety and quickly served.

The best appliances in both kitchen and counter, smart uniformed waitresses, and last, though not by any means least, charges lower than in the old and bad régime.

In this class of house the trade is not generally an early one. A few come to breakfast, but the bulk of the business is done between the hours of 12 and 2, then, after a lull, from 4 to 6, after which, unless the house is situated near places of amusement, the business is practically finished for the day.

The kitchens are usually at the top of the house and are connected with the service rooms and bars by a lift.

Cooking by steam is the rule. Generally the head cook is a man, supported by female assistants and male porters. Wages naturally vary so much that it is impossible to give more than an idea, but in one case the following are the amounts paid. Head cook, 40s. per week. Assistants, 17s. 6d.; porters, 15s. Meals while on duty are of course provided. The serving to the public is almost invariably done by females in popular establishments.

The wages vary from 8s. to 15s. per week, uniform, dresses, aprons,

collars and caps found, and washing paid for. Notwithstanding printed requests to the contrary the public will tip the waitresses, and the wages may be augmented in this way anything from 2s. 6d. per week to doubling the wages. Much depends on the affability of the waitresses, but frequently the young ladies draw the prizes in the matrimonial lottery by reason of their employment, and perhaps this may be one reason for the popularity of the service.

The bills of fare are formidable documents, surrounded by advertisements, and containing a great variety of food under the headings of soups, fish, entrées, joints, poultry, and sweets.

An intimation is printed on the bill of fare that those items marked with an X are to be had "to-day." A few lines also are left blank under each heading for the addition, in writing, of all special dishes not enumerated in the printed list.

The average prices of soups are 4d. to 6d. Fish 4d. to 1s., entrées 4d. to 1s., joints 6d. to 1s., cold meats 3d. to 6d., poultry 1s. to 1s. 6d., sweets 2d. to 4d., vegetables 1d. to 3d.

In some establishments boiled potatoes are included in the charge for the meat course.

The tea menu is an imposing array of viands, made up of cold joints, ham and tongue, supplemented with tinned goods of all kinds, from anchovy and other pastes, salmon and lobster, down to pears, peaches, and sundry fruits.

In the printed tea and dinner menus of a popular London establishment there appear over 200 separate items.

Cafés

This is a distinct addition to English catering and quite modern. As its name indicates, it comes from our neighbours across the Channel, though with curious limitations.

In Paris, you understand by a *café* an establishment mostly on the outside pavement, and wine, a variety of alcoholic compounds and beer the chief articles of consumption. In England, it adheres more closely to its title.

Coffee is the principal feature, and it is served behind closed doors.

There have been many attempts to acclimatise the French *café* in this country, in London especially, but the insular British character and the vagaries of the English climate have prevented it thriving.

The English *café* is largely supported by business men, clerks, and tradesmen. To many it furnishes a welcome break to the monotony of the business of the day.

It is not usual to supply set meals, but only light refreshments such as sandwiches and sweets, in addition to coffee, tea, chocolate, milk and mineral waters.

Cigars, cigarettes, and tobaccos in great variety are put before customers in tempting array.

Many patrons of these establishments are also devotees of chess or

the less intellectual and noisier games of draughts and dominoes. Singularly enough, while the customers of the cafés are almost exclusively men, the places are managed and staffed as exclusively by women.

Here the gentle Hebes must get smoke-dried, notwithstanding the constant whir of electric fans which throw out the smoke-laden atmosphere and draw in the fresher outside air.

The wages paid to manageresses range from 20s. to 50s. per week, and waitresses from 10s. to 20s.

In the case of the latter the tips make no despicable addition to the weekly wage, or in some cases the regular customers reserve their tips till Christmas, and then make a collective present, which is worth having.

It is remarkable in how many instances, in London especially, cafés are established in basements.

The fitting up is often luxurious, Turkey carpets on the floor, soft upholstered divans, inlaid Moorish tables. In other cases, a Japanese style is adopted, with bamboo screens and furniture. The prices are quite reasonable. Cup of coffee or tea, 2d. or 3d. including biscuits. Sandwiches, 2d. and 4d. Sweets, 1d. and 2d. Cigars, 3d. upwards.

CHAPTER II

TEMPERANCE HOTELS

THE temperance hotel is an absolutely modern institution and is one of the results of the evolution of the movement of recent times to which we have previously referred, which disassociates the use of intoxicating liquors with places with which, in former times, they were indissolubly connected. Commercial travellers have latterly shown a decided preference for temperance hotels, hence proprietors have laid themselves out for their requirements, and generally speaking, such hotels are solely what are known as "commercial houses."

In seaside and inland watering places a family trade is also done, and in most hotels, some accommodation is set apart for ladies, but the great bulk of trade is catering for the "knights of the road."

Situation is of the first importance for a successful temperance hotel. It is essential that it should be near to, or easily accessible from, a principal railway station. It should occupy a prominent position and should be well signed, so that it may be easily seen by strangers. Such a position may have the disadvantage of noisy streets, but that is of secondary importance. In most cases, quiet bedrooms can be had in the back part of the hotel. If at a corner, all the better, as it lends itself to bold advertisement, and the rooms are well lighted and well ventilated. There are many good temperance hotels in buildings not erected for the purpose, but which are readily adapted. This is almost necessary in small towns which are near large business centres, but in a great city it is by far the best plan to build for the express purpose. If the command of capital is unlimited, a great separate building devoted entirely to the business can be erected. In any case, there should not be fewer than forty bedrooms, and the following "plan" is the most economical for an hotel carrying from that to a hundred bedrooms.

There should be a lofty, well-lighted and ventilated basement. The walls covered with artistic tiles of a light shade, and approached by a wide staircase, with steps with broad treads and narrow risers. This basement should be arranged, with separate kitchen, as a first-class restaurant. The whole of the ground floor, except a wide entrance to the hotel, should be occupied by look-up shops. The first floor is utilised for a spacious lounge, coffee-room, commercial room, smoke-room, billiard-room, ladies' room, office, service room, lavatories, and lift. The upper floors are set apart for bedrooms, bathrooms, etc., except the top floor, which is occupied by the kitchen, larder, store rooms, and, if possible, a laundry. The bedrooms should each have a fireplace, the height should not be less than 10 feet, and the superficial area about 130 feet. The furnishing should be good but plain, and consist of a modern wood, brass,

or iron bedstead, dressing table, with bevelled plate mirror, marble-topped washstand with towel rails, two chairs, luggage stand, carpet square, stained floor margins, spring blinds, no long curtains, and walls papered or durescoed. The cost of furnishing such a room, apart from bed linen, is from £15 upwards. In the double-bedded rooms, wardrobes will be required.

The reception rooms should be furnished with an eye to utility, comfort, and artistic appearance. All unnecessary ornamentation should be avoided.

The sanitary arrangements should be of the best quality and most modern character. A free use of wall tiling in lavatories is recommended. Every device that makes for cleanliness should be adopted.

The ventilation must receive special attention. The kitchen appliances require practical experience in their selection. Gas and electric cooking, though more costly in the first instance, have much to recommend them.

A billiard-room is always a popular feature of a commercial hotel, and should find a place wherever possible. A small library is also a much appreciated addition to an hotel.

Stock and luggage rooms should be provided—both are much more convenient on the ground floor than any other, but as the ground-floor space is too valuable at the front, arrangements are often made to utilise space at the rear where easy access can be obtained from the back street. For further details see the Chapter on Stock Rooms.

The question naturally arises, what is the capital expenditure required to equip an hotel such as has been outlined? The answer is from actual experience. Apart from the building itself, but including all furniture, fittings, utensils, carpets, pictures, cutlery, and crockery, an hotel of fifty bedrooms involved the initial capital expenditure of £3,000.

Temperance hotels are often managed by their proprietors, but in some cases by lady managers. Salaries largely vary, according to size and status of hotel, from £75 per annum upwards. In the case of male managers, the commencing sum would be put at £100. Of course, there is the advantage of having all found, residence, food, gas, coal, etc. The other servants are paid much the same as those in good restaurants—a little less, perhaps, on account of living in.

For the rest, equipment and management are very much on the same lines as all but the very biggest or the most exclusive of the licensed hotels.

There is undoubtedly scope for the establishment of really good temperance hotels in all parts of the kingdom. Even in small towns, seaside resorts large enough to have out-of-season patronage, and in villages on main touring roads there is room for enterprise. The advent of motor-cars and cycles has created a demand for good accommodation at reasonable charges, and that demand is likely to increase.

CHAPTER III

WORKING-CLASS COFFEE-TAVERNS AND EATING-HOUSES

THE modern movement in catering for the masses had its origin in an effort to provide refreshments for the navvies engaged on the Bristol water supply over 45 years ago. A City missionary, Mr. Simon Short, seeing the deplorable lack of accommodation for feeding the men, opened what he called a cocoa-room. It proved a great success under his direction, and afterwards the movement spread first to Liverpool, then to Birmingham, and subsequently to every large centre of working-class population in the United Kingdom. Limited liability companies were formed, an enormous amount of capital was invested, and coffee-taverns were opened in all directions. The great feature of the movement was its philanthropic idea, worked out on a strictly commercial basis. The workers were to get the best possible value for their money, in refreshments, accommodation, and recreative facilities, consistent with a fair return in the shape of dividend on the capital invested.

The figures of one of these will be interesting.

TRADING AND PROFIT AND LOSS ACCOUNT

<i>Dr.</i>	£ s. d.	£ s. d.
To Stock of Provisions on Jan. 1st . . .	1,340 4 0	
„ Provisions purchased during the year . . .	22,714 15 5	
	<hr/>	
<i>Less Stock on Dec. 31st</i>	24,054 19 5	
	1,440 0 8	
	<hr/>	22,614 18 9
„ Wages and Salaries	8,279 9 7	
„ Rents	2,327 18 9	
„ Rates and Taxes	1,271 16 5	
„ Coals and Gas	1,457 11 6	
„ Horse Expenses	300 3 0	
„ Printing, Advertising and Stationery . . .	171 1 0	
„ Newspapers	247 14 0	
„ Legal Expenses	7 0 0	
„ Interest on Mortgage Loans	772 12 10	
„ General Expenses	1,239 18 11	
„ Crockery	111 7 0	
„ Cleaning and Painting	218 2 0	
„ Repairs and Renewals	686 9 6	
„ Bank Interest and Commission	139 15 1	
	<hr/>	17,230 19 7
„ Amount written off for Depreciation as per Balance Sheet	1,000 0 0	
„ Balance of Profit	2,148 5 9	
	<hr/>	£42,994 4 1

CATERING MANAGEMENT

The following accounts of a small private concern will be of interest :

TRADING AND PROFIT AND LOSS ACCOUNT FOR YEAR

	£ s. d.
<i>Dr.</i>	
To Stock of Provisions on Jan. 1st	124 3 6
,, Provisions purchased during the year	4,855 9 2
,, Wages and Salaries	1,718 7 1
,, Rents	761 2 8
,, Rates	290 5 10
,, Gas and Electricity	334 0 2
,, Insurance	15 16 10
,, General Expenses—Coal, Printing, etc.	546 0 0
,, National Health Insurance	32 14 4
,, Repairs and Maintenance	256 14 3
,, Bank Charges, Taxes, etc.	32 8 11
,, Balance of Profit	630 2 9
	<hr/> <hr/> £9,597 5 6
<i>Cr.</i>	
By Receipts	£ s. d.
,, Sundries	9,391 2 9
,, Stock of Provisions on Dec. 31st	71 17 1
	<hr/> 134 5 8
	<hr/> £9,597 5 6

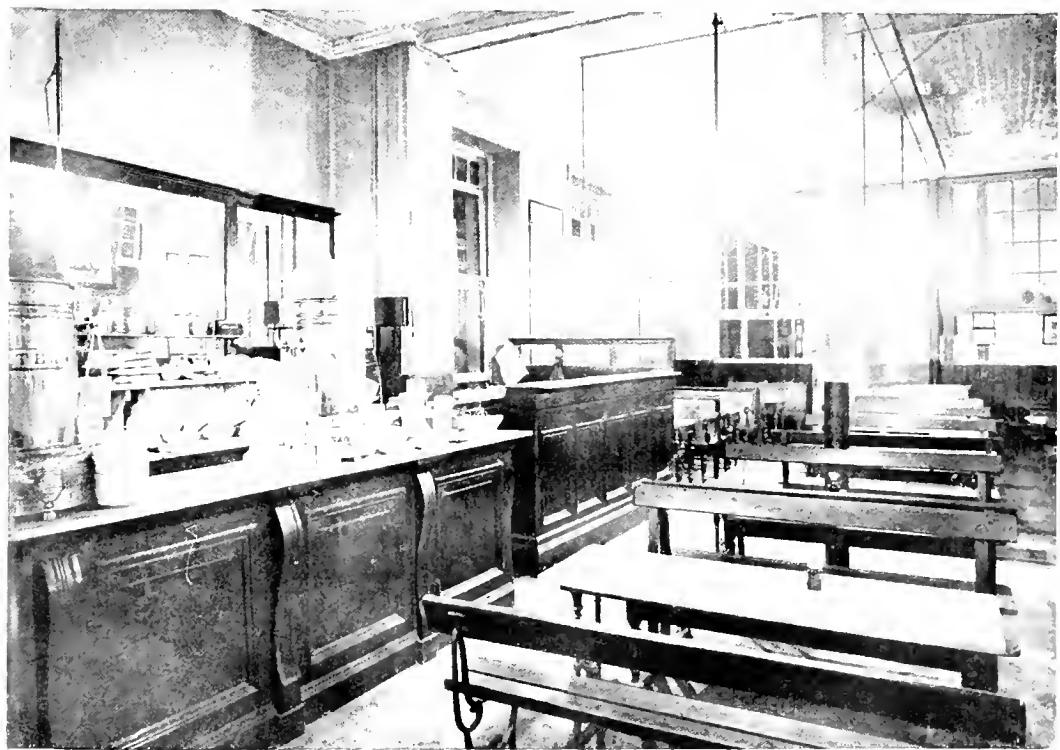
APPROPRIATION Account

	£ s. d.
<i>Dr.</i>	
To Depreciation on Plant and Fixtures, etc., valued at £2,500 at 10 per cent.	250 0 0
,, Bonus to Employees	100 0 0
,, Profit to Proprietors on £2,000 capital invested at 10 per cent.	200 0 0
,, Balance carried forward	80 2 9
	<hr/> £630 2 9
<i>Cr.</i>	
By Net Profit brought forward	£ s. d.
	<hr/> 630 2 9
	<hr/> £630 2 9

In establishing refreshment houses for the working classes, the position has to be carefully considered, not so much to secure a prominent situation as to get one convenient for the customers. If in the centre of a town, they should be somewhere near the markets. If intended to meet the wants of factory or workshop employees, they must be handy to the outlets of such establishments. One of the great difficulties of the latter trade is the great rush at meal times. To meet this, a large staff of assistants is required, though the customers do not require waiting on at the tables, but line up at the counter behind which the assistants serve. Quickness is essential. Profit greatly depends on the skill of the buyer and the deftness of the carver in this kind of eating. Plain and substantial fittings, strong cutlery and crockery, spacious rooms, easy means



POPULAR TEA ROOMS. TILED
WALLS AND GAS LIGHTING.



INTERIOR ARRANGEMENT OF A
POPULAR EATING HOUSE.

of ingress and exit are among the prime conditions of success in this department of the trade. Generous portions, cleanliness in preparation and serving of food and the surroundings is absolutely essential if permanent satisfaction is aimed at. No greater mistake can be made by a caterer than to imagine that the working man does not care how his food is put before him. He certainly is not fastidious, but he has strong preferences. With good management, up-to-date methods, thorough cleanliness, bright window dressing, and general smartening up, these businesses have shown handsome dividends to shareholders.

The wages paid to employees are naturally lower than those paid in higher class establishments.

It is the rule to have at least two men, a manager, and an assistant, because the houses are opened very early in the mornings to catch the workers as they go to work, and in some places are kept open till 10 or 11 at night. It is therefore necessary to have two "turns" of employees.

Managers' wages range from 55s. per week downwards. Male assistants from 35s., and female assistants in bars and kitchens from 15s. to 10s. per week, with two meals provided per day.

A good deal of catering for teas, etc., is done by this class of caterer, both inside the house, if the rooms are suitable, and often in rooms hired for the purpose.

The following estimates checked by actual experience will guide caterers to quantities and costs.

ESTIMATE FOR TEA FOR 200 PERSONS

No. 1 @ 6d. per head, £5.

No. 2 @ 9d. per head, £7 10s.

	s. d.		s. d.
12 2-lb. White loaves	. 2 6	12 2-lb. White Loaves	. 2 6
8 2-lb. Brown loaves	. 1 8	6 2-lb. Brown Loaves	. 1 8
64 1d. Currant Buns	. 4 0	64 1d. Currant Buns	. 4 0
48 1d. Plain Buns	. 3 0	48 1d. Plain Buns	. 3 0
48 2d. Custards	. 6 0	48 2d. Custards	. 6 0
48 2d. Fruit Tarts	. 6 0	48 2d. Fruit Tarts	. 6 0
64 $\frac{1}{2}$ d. Cheese Tarts	. 2 0	64 1d. Cheese Tarts	. 4 0
64 $\frac{1}{2}$ d. Jam Tarts	. 2 0	64 1d. Jam Tarts	. 4 0
5 8d. Vanilla Sandwiches	. 2 6	5 8d. Vanilla Sandwiches	. 2 6
5 8d. Raspberry Sandwiches	. 2 6	5 8d. Raspberry Sandwiches	. 2 6
64 $\frac{1}{2}$ d. Eccles	. 2 0	6 lb. Sultana Cake	. 3 0
6 lb. Sultana Cake	. 2 3	6 lb. Rice Cake	. 3 0
6 lb. Rice Cake	. 2 3	Watercress, Lettuce, etc.	. 4 0
8 lb. Butter	10 0	10 lb. Boiled Ham	11 8
2½ lb. Tea	. 4 9	(for Sandwiches)	
8 lb. Lump Sugar	. 2 6	8 lb. Butter	10 0
12 quarts Milk	. 2 6	2½ lb. Tea	. 5 0
		8 lb. Lump Sugar	. 2 6
		12 quarts Milk	. 3 0
		48 Jellies (various)	12 0
		64 1d. Eccles	. 4 0
Cost £2 18 5		Cost £4 14 4	

CATERING MANAGEMENT

No. 3 @ 1s. per head, £10

	s.	d.		s.	d.		
12 2-lb. White Loaves	.	2	6	64 1d. Cream Cakes	.	4	0
8 2-lb. Brown Loaves	.	1	8	32 2d. Chocolate Sandwiches	.	4	0
64 1d. Currant Buns	.	4	0	10 lb. Boiled Ham	.	11	8
48 1d. Plain Buns	.	3	0	12 lb. Beef	.	10	0
48 2d. Custards	.	6	0	12 lb. Tongue	.	15	0
48 2d. Fruit Tarts	.	6	0	24 Tins Salmon (for sandwiches)	16	0	
64 1d. Cheese Tarts	.	4	0	8 lb. Butter	.	10	0
64 1d. Jam Tarts	.	4	0	2½ lb. Tea	.	5	0
64 1d. Eccles	.	4	0	8 lb. Lump Sugar 1s. 8d.	.	1	8
5 8d. Vanilla Sandwiches	.	2	6	Salt, Mustard and Pepper	.	1	0
6 8d. Raspberry Sandwiches	.	2	6	12 quarts Milk	.	3	0
6 lb. Sultana Cake	.	3	0	2 quarts Vinegar	.	6	
6 lb. Rice Cake	.	3	0				
Watercress, Lettuce, etc.	.	4	0				
48 Jellies (various)	.	12	0				
				Cost	£7	4	0

Coffee-Stalls

Any description of temperance catering for the masses would scarcely be complete without a reference to coffee-stalls. These useful institutions are to be found in London and most large towns, and especially flourish in seaports. They furnish a very convenient method of providing refreshments for workers who are out late at night, or who go to work in the early hours of the morning. The bill of fare is very limited, and the service is primitive. Tea, coffee and cocoa are supplied in small and large mugs at ½d. and 1d. respectively. Rolls of butter, scones, and buns of various kinds, meat pies, biscuits and cheese form the staple commodities sold. Sandwiches of ham and corned beef are also usually to be had. In many instances, the general public never see these catering adjuncts. They are wheeled to their pitches either late at night or early in the morning, and disappear before the ordinary inhabitants are about. Revelations are occasionally made as to the takings and profits of coffee-stalls when a business comes into the market for sale. A good pitch means a modest fortune. One of the largest catering concerns in London, having scores of branches, had its origin in a coffee-stall opened by Mr. John Pearce, which he dignified by the title "Gutter Hotel."

In the Metropolis there are a number of night coffee-stalls. They are undoubtedly a convenience to many whose business requires them to be out, but there are great dangers connected with them. They encourage human night-hawks of both sexes, who are out on their nefarious business, and there are many instances where unwary travellers have suffered whilst innocently patronising these night coffee-stalls.



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